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City and County of San Francisco

DEPARTMENTAL AFFIRMATIVE ACTION PLANS

FY 91/92 - FY 92/93

Volume I: Academy of Sciences - Police

Frank M. Jordan, Mayor

Evelyn Hogan-Jackson, Manager, EEO Programs

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City and County of San Francisco

Civil Service Commission

DEPARTMENTAL AFFIRMATIVE ACTION PLANS

FY 91/92 - FY 92/93

Frank M. Jordan, Mayor

Evelyn Hogan -Jackson, Manager, EEO Programs

DEPARTMENTAL AFFIRMATIVE ACTION PLANS

CITY AND COUNTY OF SAN FRANCISCO DEPARTMENTAL AFFIRMATIVE ACTION PLANS

Departmental affirmative action plans are prepared in compliance with the San Francisco Administrative Code, Section 16.9-24. Each plan has been prepared in consultation with, and with the approval of, the Civil Service Commission, Human Rights Commission, and the Commission on the Status of Women, in cooperation with the City Attorney.

City Attorney
City Planning
Civil Service Commission
Comptroller's Office
Criminal and Medical Examiner
District Attorney's Office
Department of Community and Telecommunications
Fire Arts Museum
Fire
Health Service System
Human Rights Commission
Jury Protection
Law Library
Mayor's Office
Parking and Traffic
Bureau of Permit Appeals
Police

DEPARTMENTAL AFFIRMATIVE ACTION PLANS: Volume I

Academy of Sciences
Adult Probation
Commission on the Aging
County Agriculture and Weights and Measures
Airport
Animal Care and Control
Art Commission
Asian Art Museum
Assessor's Office
Chief Administrative Officer
City Attorney's Office
City Planning
Civil Service Commission
Controller's Office
Coroner and Medical Examiner
District Attorney's Office
Department of Electricity and Telecommunications
Fine Arts Museum
Fire
Health Service System
Human Rights Commission
Juvenile Probation
Law Library
Mayor's Office
Parking and Traffic
Board of Permit Appeals
Police



DEPARTMENTAL AFFIRMATIVE ACTION PLANS: Volume II

Port
Public Administrator/Public Guardian
Public Defender
Public Health
Public Library
Public Utilities (including Municipal RailWay, Water, Hetch Hetchy)
Public Works
Purchasing
Real Estate
Recorder
Recreation and Parks
Registrar of Voters
Rent Arbitration and Stabilization Board
Retirement System
Sheriff's Office
Social Services
Board of Supervisors
Treasurer/ Tax Collector
War Memorial and Performing Arts Center
Commission on the Status of Women

March 1, 1992

CALIFORNIA ACADEMY OF SCIENCES - DEPARTMENT #60

Affirmative Action Plan for
Steinhart Aquarium Civil Service Personnel

CONTENTS:	PAGE
I. Introduction_____	1
II. Policy Statement_____	2
III. Designation of Responsibility_____	3
IV. Affirmative Action Programs_____	3
IV. Dissemination of the Plan_____	3

I. Introduction

The California Academy of Sciences, founded in 1853 and located in Golden Gate Park, is a natural history museum complex that includes exhibit and display halls, Steinhart Aquarium, Morrison Planetarium, the Junior Academy teaching facility, eight scientific research departments, and a major research library. The primary mission of the Academy is to promote science both by educating the general public and by conducting original research in the natural sciences.

Per Carter Section 6.404 (d), the City and County of San Francisco "must provide funds necessary for the maintenance, operation and continuance of the Steinhart Aquarium to the California Academy of Sciences. The Board of Supervisors is empowered to furnish to said California Academy of Sciences such funds as the Board shall deem proper for the maintenance, operation and continuance of any or all other said buildings and improvements heretofore or hereafter erected.

The California Academy of Sciences is a non-profit corporation governed by a Board of Trustees. The Executive Director, appointed by the Board of Trustees, is the Academy's chief executive officer and is responsible for the management of the institution.

Of the Academy's full-time and part-time employees only 9 are Civil Service employees, all from the Stationary Engineers group. The remainder of the Academy employees are hired by the non-profit corporation and are not Civil Service employees. This Affirmative Action Plan covers all employees who work at the California Academy of Sciences including the Civil Service Stationary Engineers.

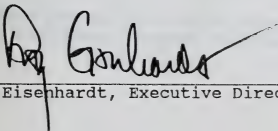
II. Policy Statement

In compliance with federal, state, and local laws and guidelines, in accordance with the City and County of San Francisco's Equal Opportunity and Affirmative Action Policy, the California Academy of Sciences reaffirms its policy of providing equal employment opportunities to all persons without discrimination on the basis of race, color, religion, ethnicity, national origin, age, sex, marital status, medical condition (cancer-related), political affiliation, Vietnam or disabled veteran status, physical handicap, sexual orientation, or the conditions Acquired Immune Deficiency syndrome (AIDS) and AIDS Related Complex (ARC).

Of those individuals certified to the Academy by the Civil Service commission for vacant Civil Service positions, minorities and women are given particular consideration for employment.

In all personnel matters including hirings, terminations, promotions, transfers, layoffs, reinstatements and training, all employees are treated without discrimination and in compliance with Civil Service rules and regulations.

It is the responsibility of every staff member, supervisor and manager to carry out the intent of the Affirmative Action Plan. All employees will be responsible for ensuring that the California Academy of Sciences maintains a discrimination free work environment. The Executive Director and his designated representatives, the Director of the Steinhart Aquarium and the Personnel Manager, will have the primary responsibility for implementation and monitoring of this Affirmative Action Plan.



Roy Eisenhardt, Executive Director

1 April 1992
Date

III. Designation of Responsibility

The Executive Director of the Academy has overall responsibility for the administration and monitoring of this Affirmative Action Plan.

The Director of the Steinhart Aquarium has particular responsibility for the administration and monitoring of the Affirmative Action Plan in the Stationary Engineer workgroup.

The Human Resources Manager of the Academy will serve as the Affirmative action Coordinator. The Coordinator will work with the Steinhart Aquarium and Chief Stationary Engineer who are directly responsible for the hiring and supervision of the Civil Service Personnel, to assure implementation of the Affirmative Action Plan.

IV. Affirmative Action Program

Internally, the Academy will continue to inform employees of its Equal Opportunity and Affirmative Action Programs. All employees will be provided information on Civil Service promotional opportunities.

V. Dissemination of the Affirmative Action Plan

All Academy Civil Service employees and Academy personnel who manage, supervise or work with the Civil Service employees will receive copies of this plan. Employees will be encouraged to contribute their ideas of how better to promote and carry out nondiscrimination and equal opportunity employment. A notice informing the employees of this plan will be maintained on the employee information bulletin board in closest proximity to the work location, along with Civil Service job announcements, training opportunity notices, equal opportunity statements and other pertinent information.

Copies of the Affirmative Action Plan will also be available for public review at the offices of the Civil Service and Human Rights Commission.

OCC	AP Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER. IND.		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
60 ACADEMY OF SCIENCES																
6 SKILLED CRAFT																
G	PCS	7	1	0	0	0	0	0	0	1	0	0	0	8	1	9
	Total	7	1	0	0	0	0	0	0	1	0	0	0	8	1	9
	Pct	77.77	11.11	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	88.88	11.11	
60 ACADEMY OF SCIENCES																
Total	Pct	77.77	11.11	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	88.88	11.11	9

Class	Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER. IND.		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
60	ACADEMY OF SCIENCES															

G SKILLED CRAFT

G 7205 CHIEF STATIONARY ENGINEER.....																
7205 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
7205 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

G 7334 STATIONARY ENGINEER.....																
7334 PCS	5	1	0	0	0	0	0	0	0	1	0	0	0	6	1	7
7334 Total	5	1	0	0	0	0	0	0	0	1	0	0	0	6	1	7
Pct	71.42	14.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.28	0.00	0.00	0.00	85.71	14.28	

G 7335 SENIOR STATIONARY ENGINEER.....																
7335 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
7335 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

G Total	7	1	0	0	0	0	0	0	0	1	0	0	0	8	1	9
Pct	77.77	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	88.88	11.11	

60 ACADEMY OF SCIENCES																
Total	7	1	0	0	0	0	0	0	0	1	0	0	0	8	1	9
Pct	77.77	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	88.88	11.11	

ADULT PROBATION DEPARTMENT

AFFIRMATIVE ACTION PLAN

ARLENE M. SAUSER
CHIEF PROBATION OFFICER

E. LEE OKUMOTO
AFFIRMATIVE ACTION COORDINATOR

FISCAL YEAR
1992 - 1993

INTRODUCTION

Give a short, narrative description of the department, its authority, functions, and structure. Include other important facts related to employment such as consent decrees or court orders, exempt appointments, remote work locations, seasonal employment, etc.

DEPARTMENTAL AFFIRMATIVE ACTION PLAN

General authority for probation is found in Section 1203 of the Penal Code, which also specifically mandates the preparation of probation reports as a part of the sentencing process in most felony cases. Sections 1000.6 through 1000.11 of the Penal Code provide the authority for the preparation of domestic violence diversion reports by probation departments. Community service is authorized directly or implicitly under several sections of the Penal Code, including 1203.1 and 1205.3 P.C.

The Chief Adult Probation Officer is appointed by a majority of judges of the Superior Court and serves at their pleasure. Other department staff are hired via the Civil Service Commission selection process, which include requirements set forth in the Consent Decree, No. C-74-1399 SAW, issued in Federal District Court on January 8, 1976.

The Adult Probation Department has three major programs, Investigation, Community Services and Administration. Adult Probation prepares presentence investigations and reports for the Superior and Municipal Courts. It provides protection to the Community by supervising offenders placed on probation, enforcing their court-ordered conditions and returning them to court when they fail to comply or commit new crimes. It works with offenders, making referrals to appropriate treatment or other resources, encouraging employment, and holding offenders accountable for their actions. The Department has an Intensive Services Unit and a program funded through an Office of Criminal Justice Planning (OCJP) grant, the Drug Abatement Program. The Administrative program is comprised of support service, financial operation and automation.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Statement by the department head, department's commission or board president, or other chief executive communicating the department's and the chief executive's personal commitment to equal employment opportunity and affirmative action. Statement must enumerate all protected groups covered by equal employment opportunity, all employment practices under the authority of the department, and applicable laws, policies, and regulations. Statement is signed by executive.

Consistent with the policies of the Mayor, the Board of Supervisors and the Civil Service Commission, the Adult Probation Department and I, as Chief Executive for this Department, are committed to equal opportunity and affirmative action in all employment decisions.

This policy of equal employment opportunity and affirmative action and the Department's Affirmative Action Plan is consistent with the requirements which govern EEO and AA, Federal, State and Local laws and guidelines of fair employment. This policy is in compliance with provisions of the Consent Decree entered into in the United States District Court for the Northern District of California, No. C-74-1399 SAW, issued January 22, 1976.

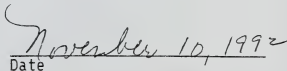
The Adult Probation Department provides equal employment opportunities and non-discrimination for all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, religion, disability (physical or mental), language diversity political affiliation, age, or the medical condition (cancer-related AIDS/ARC/HIV or medical signs or symptoms related thereto).

The affirmative action steps, including goals and timetables set forth in the Adult Probation Department's Affirmative Action Plan, addresses all personnel decisions, including recruitment, hiring, transfer, promotion, training, compensation, assignment, benefits, layoff, reinstatement, discipline and termination.

Success in implementing the Affirmative Action Plan requires the cooperation of all Adult Probation Department employees. All employees are and will be informed of the Department's EEO/AA policy and all employees have a responsibility to comply. E. Lee Okumoto Personnel Officer, is the appointed official responsible for the development and implementation of the Department's Affirmative Action Plan as well as internal and external reporting and dissemination.



Signature of Department Executive



Date

DESIGNATION OF RESPONSIBILITIES

Identify each department manager, supervisor, or employee who will have responsibility for administration of various elements of the affirmative action program. Include department head, all managers and supervisors, the human resource manager, the affirmative action officer, training officer, each employee. Describe each identified person's responsibilities with respect to the affirmative action plan.

It is the policy of the City and County of San Francisco and the Adult Probation Department, and each of its officials, employees and agents acting in their official capacity, to be responsible for administering and overseeing the Department Affirmative Action Plan. The Chief Adult Probation Officer, Arlene M. Sausser, has overall administrative responsibility for the Affirmative Action Program. Chief Sausser will insure that policy decisions of the Department are consistent with EEO Affirmative Action policy and program. Chief Sausser has designated E. Lee Okumoto, Sr. Personnel Analyst, as Affirmative Action Coordinator for the Department. Ms. Okumoto will monitor the Department workforce composition and review the Department's affirmative action performance goals and timetables. Ms. Okumoto will also address all personnel decisions including recruitment, hiring, transfer, promotion, training, compensation, assignment, benefits, layoff, reinstatement and termination. Ms. Okumoto will periodically report to the Civil Service Commission and the Human Rights Commission, serving as liaison between departmental staff. The Division Directors, and the Business Manager are responsible for assisting Ms. Okumoto when client populations and workforce composition are out of balance. Chief Sausser will, through departmental directives, underscore the Department's commitment to implement affirmative action, and report the Department's progress to the Mayor and Board of Supervisors.

In Addition to the Division Directors and the Business Manager, individuals with Affirmative Action responsibilities are the Unit Supervisors, and the Training Officer. Their specific duties are detailed on Chart 01 of this Department Affirmative Action Plan and their organizational format is charted on Chart 02.

E. Lee Okumoto
Records/Reception,
Word Processing,
Personnel,
Affirmative Action
Officer,
Administration

Function: Personnel Administration, stenographic services coordination, Records and Reception coordination, Telephone coordination.

Staffing: 1 - Personnel Officer/Office Manager (1244)

Maria Luna -----

Supervisor

Nelita Samson

Supervisor

2 - Principal Clerks (1408)

2 - Senior Clerk Typists (1426)

8 - Clerk Typists (1424)

1 - Telephone Operator (1708)

1 - Senior Transcriber (1432)

7 - Transcribers (1430)

Gail Goldman
Training Officer

Function: Coordinate the STC state mandated training to ensure compliance as well as in-house training.

Staffing: 1 - Senior Probation Officer (8442)

COMMUNITY SERVICES

Brenda White
Division Director

Function: Oversee all functions within Division.

Staffing: 1 - Division Director (8435)

Supervision

Function: Provide supervision to persons on probation by the Courts.

Staffing:

Barbara Brooten -----

Judith Terracina

David Melton

Carmen Bushe

Gennie Nunley-Thompson

Edward Schlageter

6 - Supervising Probation Officers (8434)

15 - Senior Probation Officers (8442)

37 - Probation Officers (8440)

1 - Legal Process Clerk (8106)

Grant Funded Positions

2 - Senior Probation Officers (8442)

1 - Senior Clerk Typist (1426)

ADULT PROBATION DEPARTMENT

Organization Chart by Activities

ADMINISTRATION

Arlene Sauser
Chief Adult
Probation Officer

Function: Overall administration of the Adult Probation Department.

Staffing: 1 - Chief Adult Probation Officer (8436)
1 - Executive Secretary II (1452)
1 - Secretary I (1444)

E. Roy Ellender
Finance
and Business
Office

Function: Budget preparation, fiscal management and control, business office, collection of fines, fees, and restitution, information services, statistics, maintain computer operations, and telecommunications support. Develop new software applications for departmental use. Materials and Supplies Coordination.

Peter Pardini
Supervisor

Staffing: 1 - Business Manager (1844)
1 - Senior Accountant (1652)
1 - Cashier III (4322)
1 - Account Clerks (1630)
1 - Senior Account Clerk (1632)
1 - Supply Clerk (1424)

INVESTIGATION DIVISION

Tom Job
Division Director

Function: Oversee all functions within division.

Staffing: 1 - Division Director (8435)

Investigation

Function: Provide Reports to the Courts as
mandated by the penal code.

Staffing:

Edward Silvia----- 3 - Supervising Probation Officers (8434)

George Hawthorne

Candace Hill

14 - Senior Probation Officers (8442)

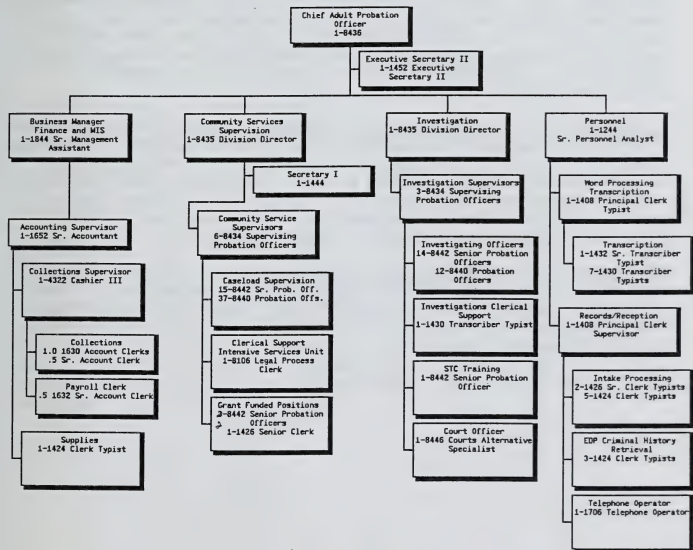
12 - Probation Officers (8440)

1 - Transcriber Typist (1430)

1 - Courts Alternative Specialist (8446)

San Francisco Adult Probation Dep't.
Civil Service Organizational Chart
Revised 8/92

General Fund Positions=124
Grant Fund Positions=4
Total Department 128



UTILIZATION ANALYSIS

The Utilization Analysis is a comparison of the department's workforce to the available labor market.

The department's workforce composition has been prepared by the Civil Service Commission's EEO and MIS Units with department totals, totals by occupational groupings, and by classification. Except in some special situations, availability is based on the general, available, civilian labor market of San Francisco reported in the 1980 U.S. Census. (1990 labor market data has not been released by the U.S. Census at this time.)

Complete the following tables using CSC data for 6/30/91.

I. Total Department Composition and Utilization: to be completed by all departments. Also complete this form by division for large departments with identifiable divisions, bureaus, or units of 51 or more employees. For example, the Civil Service Commission, with about 100 employees, would report as a department; whereas the Public Utilities Commission, with over 5000 employees, would report at the department, division, bureau, and possibly unit levels.

II. Composition and Utilization by Occupational Category: Departments with 51 or more employees are to report by occupational categories. Departments or divisions with 50 or fewer employees must also complete forms for categories which include 20 or more persons. For example, the Civil Service Commission would report all occupational categories. The Human Rights Commission has fewer than 50 employees, but over 20 employees in the Professional category; this category would be reported.

III. Composition and Utilization by Classification: to be completed by departments or divisions when 20 or more employees are reported in a class. For example, the Civil Service Commission would report class 1242 Personnel Analyst because there are more than 20 employees in this class. No other classes need be reported.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>61 (46.2%)</u>			
<u>Black</u>	<u>32 (24.2%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>16 (12.1%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>15 (11.4%)</u>	<u>15.3%</u>	<u>- 3.9%</u>	<u>Yes</u>
<u>Filipino</u>	<u>8 (6.0%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0 (0.0%)</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>57 (43.18%)</u>			
<u>Female</u>	<u>75 (56.81%)</u>	<u>45.2%</u>		<u>No</u>

Total 132

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F. Office/Clerical

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>11</u> <u>(34.4%)</u>			
<u>Black</u>	<u>6</u> <u>(18.7%)</u>	<u>9.9%</u>		<u>no</u>
<u>Hispanic</u>	<u>2</u> <u>(6.3%)</u>	<u>11.2%</u>	<u>-4.9%</u>	<u>yes (2)</u>
<u>Asian</u>	<u>8</u> <u>(25%)</u>	<u>15.3%</u>		<u>no</u>
<u>Filipino</u>	<u>5</u> <u>(15.6%)</u>	<u>5.4%</u>		<u>no</u>
<u>Amer Indian</u>	<u>0</u> <u>(0%)</u>	<u>0.4%</u>		<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>8</u> <u>(25%)</u>			
<u>Female</u>	<u>24</u> <u>(75%)</u>	<u>45.2%</u>		<u>no</u>
<u>Total</u>	<u>32</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

- 1408 - Principal Clerk (2)
- 1424 - Clerk Typist (8)
- 1426 - Senior Clerk Typist (3)
- 1430 - Transcriber Typist (7)
- 1432 - Senior Transcriber Typist (1)
- 1444 - Secretary I (1)
- 1452 - Executive Secretary I (1)
- 1630 - Account Clerk (1)
- 1632 - Senior Account Clerk (1)
- 1706 - Telephone Operator (1)
- 4322 - Cashier III (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X. Elected & Exempt

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>1</u> <u>(100%)</u>			
<u>Black</u>	<u>0</u> <u>(0%)</u>			
<u>Hispanic</u>	<u>0</u> <u>(0%)</u>			
<u>Asian</u>	<u>0</u> <u>(0%)</u>			
<u>Filipino</u>	<u>0</u> <u>(0%)</u>			
<u>Amer Indian</u>	<u>0</u> <u>(0%)</u>			
<u>By Gender</u>				
<u>Male</u>	<u>0</u> <u>(0%)</u>			
<u>Female</u>	<u>0</u> <u>(100%)</u>	<u>45.2%</u>		<u>no</u>
<u>Total</u>	<u>1</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this-category and number of positions in each:

8436 - Chief Adult Probation Officer

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: Probation Officers 8440

If by division, identify: "B. Professionals"

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>21 (42.%)</u>			
<u>Black</u>	<u>14 (28%)</u>	<u>9.9%</u>		<u>no</u>
<u>Hispanic</u>	<u>10 (20%)</u>	<u>11.2%</u>		<u>no</u>
<u>Asian</u>	<u>4 (8.0%)</u>	<u>15.3%</u>	<u>-7.3%</u>	<u>yes (3.7)</u>
<u>Filipino</u>	<u>1 (2.0%)</u>	<u>5.4%</u>	<u>-3.4%</u>	<u>yes (1.7)</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>24 (48%)</u>			
<u>Female</u>	<u>26 (52%)</u>	<u>45.2%</u>		<u>no</u>
<u>Total</u>	<u>50</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: Senior Probation Officers 8442

If by division, identify: "B. Professionals"

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>19 (61.3%)</u>			
<u>Black</u>	<u>5 (16.1%)</u>	<u>9.9%</u>		<u>no</u>
<u>Hispanic</u>	<u>3 (9.7%)</u>	<u>11.2%</u>	<u>-1.5%</u>	<u>no</u>
<u>Asian</u>	<u>2 (6.4%)</u>	<u>15.4%</u>	<u>-9.0%</u>	<u>yes (2.8)</u>
<u>Filipino</u>	<u>2 (6.5%)</u>	<u>5.4%</u>		<u>no</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>04%</u>	<u>-04%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>17 (54.83)</u>			
<u>Female</u>	<u>14 (45.16)</u>	<u>45.2%</u>		<u>no</u>
<u>Total</u>	<u>31</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

Discuss the department's utilization analysis and areas of under utilization. Identify possible reasons for occupational categories or classes that have fewer minorities or women than are available in the labor market. Also discuss the department's efforts to address these areas.

Describe the department's efforts and achievements in the past year which address affirmative action goals. Identify actions which were successful as well as those that were not and discuss what department learned from these efforts.

The Adult Probation Department's long range Affirmative Action goals are the same as set forth in the Civil Service Affirmative Action Plan, to strive to attain a work force whose composition in all occupational categories and employment levels reflects the distribution of minorities and women in the San Francisco labor force.

Adult Probation's disparities between the Labor Force availability percentage and each occupation group percentage within the race/gender categories which was adopted by the Civil Service Commission in February, 1983, based on the 1980 U.S. Census Labor Market Data for the San Francisco area are:

RACE: 8.09% disparity for Asian professionals
 2.31% disparity for Filipino professionals
 4.9 % disparity for Hispanic office/clerical

Disparities may occur because of Adult Probation's unique nature of services provided and the general perception of the professional classifications that physical force may be a major part of their duties.

Most of the Civil Service Commission lists are composed of San Francisco residents recruited from the San Francisco area. It is often difficult to both hire and retain minority employees, with very little success of minority recruitment for the examinations for professional classes in the Adult Probation Department.

As with any City department, the Adult Probation Department is required to utilize CSC lists when they exist. The Adult Probation Department has no control over the recruitment and resultant sex and ethnic representation of eligibles on the lists.

AFFIRMATIVE ACTION GOALS

For each area--department total, occupational category, or classification, and for each targeted group in which underutilization was identified, make realistic projections on anticipated vacancies and establish affirmative action goals that could be attained by June 30, 1993. Goals are not established for groups that are not underutilized, nor are goals required for categories or classes with fewer than twenty (20) employments.

To determine affirmative action goals, consider availability of target groups currently working in lower classifications, persons in the department or in the City, on civil service eligible lists, in the labor market, in schools and colleges, etc.

Anticipate vacancies and promotional opportunities that may occur due to turnover, retirements, budget changes, etc. Projections must be realistic.

Priority should be given to address targeted groups with the greatest variance between current employment and availability. If fewer vacancies are anticipated than groups underutilized, department may make an affirmative action goal to hire from one or more of the targeted minority groups.

Complete forms for affirmative action goals according to the same level that forms for utilization analysis were used:

- I. Affirmative Action Goals by Total Department/Division
- II. Affirmative Action Goals by Occupational Categories
- III. Affirmative Action Goals by Classification.

Example:

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>Hires</u>	<u>Total</u>	<u>Percent</u>
Hispanic	+ 3	25	11.0%
Women	+ 8	50	22.0%

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: Adult Probation

Anticipated Vacancies: Number and description.

6 - 8440, Adult Probation Officer certified bilingual - Spanish

1 - 1424, Clerk Typist

4 - 1430, Transcriber Typist (pending completion of Exam by 1-1-93)

3 - 8442, Sr. Probation Officer

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian</u>	<u>2</u>	<u> </u>	<u> </u>
<u>Filipino</u>	<u>1</u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u>2</u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
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<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Professionals

If by division, identify: _____

Anticipated Vacancies: Number and description.

3 - 8442 - Senior Adult Probation Officer

3 - 8434 - Supervising Adult Probation Officer

6 - 8440 - Adult Probation Officer

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian</u>	<u>1</u>	<u>8</u>	<u>8.24%</u>
<u>Filipino</u>	<u>1</u>	<u>4</u>	<u>4.12%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8440 Probation Officers

If by division, identify: "B"

Anticipated Vacancies: Number and description.

8440 - Probation Officers (6)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian - 4</u>	<u>1</u>	<u>5</u>	<u>10.2%</u>
<u>Filipino - 2</u>	<u>1</u>	<u>2</u>	<u>4.8</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
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<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8442 Senior Probation Officers

If by division, identify: "B"

Anticipated Vacancies: Number and description.

8442 Senior Probation Officers (3)

Affirmative Action Goals for June 30, 1993

[illegible]

Goals may include accomplishments made since 7/1/91.

AFFIRMATIVE ACTION PROGRAMS

This is the most important part of the Affirmative Action Plan. Describe the actions that the department will undertake to achieve the affirmative action goals within the two year timetable. Include in this section, dissemination of EEO/AA policies, recruitment, selection, hiring, promotions, training, complaints resolution, special programs targeting women, or minorities, or disabled individuals, etc.

AFFIRMATIVE ACTION PROGRAMS

Adult Probation is committed to equal opportunity and affirmative action in all employment decisions. Recruitment plans will be prepared for most classifications in which there is minority or gender under utilization. Special emphasis will be given to the achievement of the Adult Probation's affirmative action goals. Each recruitment plan will include a review of current composition for the classification; an evaluation of available qualified candidates; identification of recruitment resources, goals, and assignments; and a timetable for completion of activities. The Personnel Department will maintain community contact by notifying targeted organizations.

Also, the Department will continue to work closely with Civil Service to insure that job selection standards and procedures do not constitute inadvertent discrimination. The Affirmative Action Coordinator and Division Directors will enlist the aid of minority and female employees in recruitment efforts and members of the Department will address community organizations in recruitment efforts. The Department will continue to be available to participate on oral examination boards and the Department will continue its efforts in assisting promotional candidates and provisional appointments toward successful completion of their examination process; (i.e. oral board mock interviews within the Department). Standard Training for Corrections courses (STC) will continue to remain a requirement for professional staff to upgrade and enhance their skills. Educational training materials and announcements will continue to be posted for employee viewing along with EEO/AA policies. The Department training officer will continue to be available to assist all employees towards their career advancement efforts. The Department will continue its efforts in recruiting and facilitating disabled employees. Presently, the Department has provided amplifier telephone equipment for those employees that are hearing impaired and a wheel chair for another disabled employee. The Department has accommodated an employee with limited vision by providing a computer with a special software program called Vista, which enlarges the letters on the screen for better viewing.

List and attach policies and procedures issued by the department that are related to equal employment opportunity or affirmative action.

- "Affirmative Action Policy"
- "The Use of Slurs by City Officials & Employees Policy"
- "Sexual Harassment Policy"
- "Department Code of Ethics and Conduct Policy"
- "Language Diversity Policy"

The following are responsible for implementing affirmative action policies:

- 8436 - Chief Probation Officer
- 8435 - Division Chiefs (2)
- 1244 - Personnel Officer/ Affirmative Action Coordinator
- 1844 - Fiscal Manager
- 8434 - Supervising Probation Officers (9)

PERIODIC EVALUATION PLAN

RECRUITMENT:

The department will continue to inform employees of all Civil Service job openings by posting job announcements on department bulletin boards and by announcements at unit meetings. The Personnel Officer will be responsible for this. The Personnel Officer will assist in establishing contact with educational institutions, vocational training centers, community colleges and universities and will coordinate the advertisement of openings in community-oriented and minority media. The Personnel Officer and Division Directors will enlist the aid of minority and female employees in recruitment efforts.

EXAMINATION:

The Affirmative Action Coordinator/ Personnel Officer and Division Directors will work closely with Civil Service to insure job descriptions accurately reflect position functions and that selection standards and procedures do not constitute inadvertent discrimination.

On-going affirmative action training information will be provided supervisors and managers through a component development by the department's Training Officer and Affirmative Action Coordinator.

Employee performance appraisal will continue to be used as a tool to assist in evaluating promotional opportunities.

AUDITING AND REPORTING

Establish the department's commitment to maintain records and to report to the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission, and other regulatory agencies as required. Describe who and how affirmative action progress will be periodically evaluated. What records will be maintained?

The Chief Adult Probation Officer is committed to maintaining records and reports consistent with the policies of the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission and other regulatory bodies. The department's Affirmative Action Coordinator monitors the work force composition and reviews the department's affirmative action performance goals and timetables. Affirmative action will continue to be addressed in all personnel decisions. Should vacancies occur in the under-represented occupational categories or gender, affirmative action goals will be considered in filling them.

DISSEMINATION

Identify how this affirmative action plan will be communicated to current and new employees, and where it will be available to employee organizations and the general public.

The Adult Probation Department will have copies of the Affirmative Action Program on file at Civil Service and in the department. Additionally, all managers, supervisor and line employees will be informed of the department's affirmative action program through written communication from the Chief Adult Probation Officer, inclusion of the program in the department's Operations Manual, and policy statements in employee handbooks and orientation materials. Progress on affirmative action program will be addressed in the department's Annual Report. A statement of the department's affirmative action policy shall be posted on departmental bulletin boards. Training and promotional openings will be announced through departmental memorandums and by supervisors at unit meetings. Employee organizations will be kept informed of affirmative action progress and will be encouraged to provide input. Managers and supervisors will be trained and informed in meetings held by the Training Officer and Affirmative Action Coordinator of the department's affirmative action program and the progress in implementing the program. The Affirmative Action Coordinator shall conduct meetings to inform employees of their rights and responsibilities, conduct sensitivity sessions toward co-workers, clients, discrimination and other problem areas, as well as explain the department's role in meeting affirmative action hiring goals.

Copies of the department's Affirmative Action Plan shall be available in the offices of the Chief Probation Officer, the Affirmative Action Coordinator, and the Division Director.

PROMOTIONS:

Civil Service rules control promotions, generally via examinations. The Appointing Officer, operating under "the rule of three," does have some flexibility and will consider not only seniority and performance appraisal, but affirmative action goals in making appointments. The Personnel Officer will track all promotions and transfers by race and gender and will insure that all promotional opportunities are posted on departmental bulletin boards. The Training Officer will keep employees informed of training programs and encourage employee participation. The Training Officer will also identify remedial programs that may be needed by minority or women employees and disseminate that information to unit supervisors.

SEPARATIONS:

The Chief Adult Probation Officer and the Affirmative Action Coordinator will review and analyze standards used for terminations, disciplinary actions, demotions or layoffs to insure they do not have disparate impact on under-represented groups. The Personnel Officer will maintain records by race and sex of all layoffs, terminations, demotions, and disciplinary actions, informing all employees of procedures and appeal rights.

The Personnel Officer and Unit Supervisors are responsible for instructing employees in their units of procedures to be followed if a grievance is filed. Discrimination complaints are handled pursuant to Civil Service Rule 1.03, which provides that any person may file a written complaint with the Civil Service Commission and Human Rights Commission, specifying facts and reason which support the charges. The Civil Service Commission conducts an investigation and provides the complainant with a written report of its findings. An expeditious hearing is provided on any appeal filed with the commission. The Unit Supervisor will conduct exit interviews of all employees who leave the department.

The Personnel Officer will continue to maintain updated data by ethnicity, gender, classification and occupational categories for all employees in the Department and submit this data to Civil Service for the EEO Unit's annual report, as well as keep track of all employees with bilingual skills. This record shall be the basis of the submission to the Civil Service Commission of reports of appointments, separations, transfers, upgrades, and disciplinary actions, and progress reports to Civil Service, Human Rights Commission and other appropriate bodies periodically. The Affirmative Action Coordinator, based on this information, shall monitor and measure progress of all affirmative action activities, analyze problems and make necessary changes. He shall submit progress reports to Civil Service, Human Rights Commission and other appropriate bodies periodically.

SAN FRANCISCO ADULT PROBATION DEPARTMENT
STATEMENT OF POLICY AND/OR PROCEDURE

No. 100.36 Dated 5/13/81
Page 1 of 1 Pa

PROGRAM: ADMINISTRATION

SUBJECT: AFFIRMATIVE ACTION

Replaces No. _____ Dated _____
Page _____ of _____ Pa

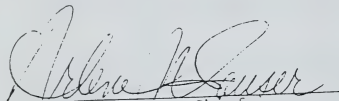
Consistent with the policies of the Mayor, the Board of Supervisors, and the Civil Service Commission, the Adult Probation Department and I, as Chief Executive for this Department, are committed to equal opportunity and affirmative action in all employment decisions.

This policy of equal employment opportunity and affirmative action and the Department's Affirmative Action Plan is consistent with Federal, State and Local laws and guidelines governing fair employment. They also include requirements set forth in the Consent Decree, No. C-74-1399 SAW, issued in Federal District Court on January 8, 1976.

The Adult Probation Department provides equal employment opportunities to all persons regardless of race, ethnicity, national origin, sex, sexual orientation, religion, physical handicap, political affiliation or age.

The affirmative action steps, including goals and timetables set forth in the Adult Probation Department's Affirmative Action Plan addresses all personnel decisions including recruitment, hiring, transfer, promotion, training, compensation, assignment, benefits, layoff, reinstatement and termination.

Success in implementing the Affirmative Action Plan will require the cooperation of all Adult Probation Department employees. David O. Melton is the official responsible for the implementation of the Department's Affirmative Action Program.



ARLENE M. SAUSER, Chief
Adult Probation Officer

EX-106 801163
SAN FRANCISCO ADULT PROBATION DEPARTMENT
STATEMENT OF POLICY AND/OR PROCEDURE

No. 100.34 Dated 9/22/80
Page 1 of 1 Page

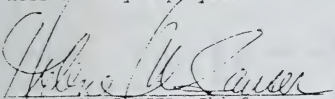
PROGRAM: Administration

SUBJECT: The Use of Slurs by City Officials
and Employees

Replaces No. _____ Dated _____
Page _____ of _____ Page _____

Effective immediately, it is the policy of the City and County of San Francisco and the Adult Probation Department, and each of its officials, employees and agents acting in their official capacity, to treat all persons equally and respectfully, and to refrain from the willful or negligent use of slurs against any person on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation or disability. A slur, as used in this policy, is a word or combination of words that by its very utterance inflicts injury, offers little opportunity for response, appeals not to rational faculties, or is an unessential or gratuitous part of any exposition of fact or opinion. All persons are entitled by law to the right of equal treatment and respect. Slurs deprive members of protected groups of this right by holding them up to public contempt, ridicule, shame, and disgrace and causing them to be shunned, avoided or injured in their occupation. By promoting ill will and rancor, slurs diminish peace and order.

The use of such slurs by city officials or employees will be considered by commissions, departments, agencies, boards or appointing authorities as prima facie evidence of the lack of competence of said city officials and employees. Evidence of usage of such slurs shall be entered in job performance evaluations and shall be considered in evaluating the fitness of city employees.


ARLENE M. SAUSER, Chief
Adult Probation Officer

SAN FRANCISCO ADULT PROBATION DEPARTMENT
STATEMENT OF POLICY AND/OR PROCEDURE

No. 100.07 Dated 3-5-84
Page 1 of 1 Pa

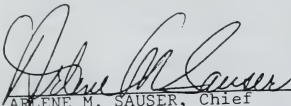
PROGRAM: ADMINISTRATION

SUBJECT: SEXUAL HARASSMENT

Replaces No. NEW Dated _____
Page _____ of _____

It is the policy of the Adult Probation Department to assure employees a working environment free from sexual harassment. Therefore, with the goal of preventing sexual harassment and in accordance with San Francisco Administrative Code Section 16.9-25, each supervisor is provided a copy of the ordinance as well as the discrimination compliance procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter.

Each Supervisor is responsible for instructing his/her staff of the contents of the ordinance and the complaint procedure.



ARLENE M. SAUSER, Chief
Adult Probation Officer

AMS:BC:po

attachments: S.F. Ordinance 521-81
S.F. Civil Service Commission Complaint Procedures

ORIGINAL

As amended in Committee 10/6/81

FILE NO. 421-81

ORDINANCE NO. 521-81

AMENDING THE SAN FRANCISCO ADMINISTRATIVE CODE BY ADDING SECTION 16.9-25 THEREO, RELATING TO SEXUAL HARASSMENT OF CITY EMPLOYEES.

NOTE: Additions are not underlined; entire section is new.

Be it ordained by the People of the City and County of San Francisco:

Section 1. The San Francisco Administrative Code is hereby amended by adding Section 16.9-25 thereto, to read as follows:

Section 16.9-25. Prohibiting Sexual Harassment of City Employees; Establishing a Complaint Procedure; Providing for Disciplinary Action; Regulating Distribution of the Policy

Interpretations.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;

- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances;

when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purposes of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
- (2) retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.

(d) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.66(c) of the

1 Charter shall be used to review and resolve allegations of sexual
 2 harassment. The determination reached under the Civil Service
 3 Commission procedures shall be final.
 4 (e) Upon a finding that a City official or employee has
 5 engaged in prohibited sexual harassment as defined herein against
 6 a City employee or applicant for employment, the City official or
 7 employee shall be subject to disciplinary action up to and
 8 including dismissal in accordance with the applicable provisions
 9 in the Charter.
 10 (f) Prevention is the best tool for the elimination of
 11 sexual harassment. All City commissions, departments, boards and
 12 agencies shall provide to each of their employees a copy of this
 13 ordinance with a written explanation of the Civil Service and super-
 14 visory procedures for filing a complaint for violation of this ordinance.
 15 further express strong disapproval of sexual harassment and
 16 develop methods to improve awareness of all concerned.
 17 (g) This policy shall be construed in a manner consistent
 18 with the rights of free speech, association and privacy.
 19 Commission on the Rights of the Humanely Be Available to provide
 20 assistance to any employee or applicant for employment, wherever
 21 APPROVED AS TO FORM:

21 GEORGE AGOST, City Attorney
 22
 23 By RG Deputy City Attorney
 24 58768
 25
 26

Passed for Second Reading
 Board of Supervisors, San Francisco
 OCT 13 1981

Read Second Time and Finally Passed
 Board of Supervisors, San Francisco
 OCT 19 1981

Ayes: Supervisors Britti, Dolans, Handberg,
 Kennedy, Kopp, Mollam, Nelder, Roman, Silver,
 Waller, Ward.
 Absent: Supervisors
 Absent: Supervisors

I hereby certify that the foregoing ordinance was
 finally passed by the Board of Supervisors of the
 City and County of San Francisco.
 City Clerk

f. Systematic efforts to provide career advancement training, both classroom and on-the-job to employees locked into dead end jobs.

D. Dissemination of the Rule

Copies of the foregoing Affirmative Action Rule shall be available in all City Departments, which shall be responsible for its widest practicable dissemination. Members of oral appraisal boards shall be given copies of this Rule well in advance of interview sessions. The Rule shall be distributed to all recruitment sources, local media, and employee representative organizations.

E. Monitoring and Evaluation

The Human Rights Commission of the City and County of San Francisco shall quarterly review the compliance status of the Civil Service Commission in regard to this Rule and shall quarterly report its findings and recommendations to the Commissioners of the Civil Service Commission and to the Mayor. Upon request of the Human Rights Commission, the staff of the Civil Service Commission shall fully disclose all such non-confidential books, records, documents and other information as the Human Rights Commission shall deem relevant to the monitoring and evaluation function herein described. Upon request, the General Manager, Personnel, or his designee, shall appear and give testimony before the Human Rights Commission with respect to the Civil Service Commission's compliance with any of the provisions of this Rule.

(F) Discrimination Complaints

1. Purpose

Pursuant to Charter Section 3.661, this Rule establishes procedures to review and resolve allegations of discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color or medical condition (cancer related). Any employee or applicant may file a complaint alleging that he or she has been discriminated against as a result of any employment decision made by any agency, department or commission of the City and County of San Francisco. The sole purpose of proceedings under this Section is to provide a mechanism for the investigation and resolution of such charges of discrimination and to provide an appropriate remedy for the complainant where a determination is made that discrimination prohibited by this Rule has occurred.

2. Filing a Complaint of Discrimination

Filing a complaint under this Rule shall consist of the submission of a signed letter to the General Manager, Personnel, of the Civil Service Commission specifying those facts and reasons which support the charge. The letter of complaint must clearly state the basis upon which the charge of discrimination is filed and the specific adverse action about which he/she is complaining. The complainant bears the burden of proof and toward this end, should also provide supporting documents, names of witnesses and/or other facts that tend to corroborate the charge.

3. Filing Deadline Requirement

All such complaints must be filed, as specified above, within thirty (30) calendar days of the alleged discriminatory action or within thirty (30) calendar days of the date the complainant should have been aware of the alleged violation. The timely filing of said complaint under a specific Civil Service Commission approved departmental discrimination complaint procedure, where applicable, shall serve to satisfy this time requirement.

4. Discrimination Complaint Process

a. Upon receipt, the General Manager, Personnel, shall forward the complaint to the Assistant Secretary of the Civil Service Commission who shall forward copies of all such complaints to the San Francisco Human Rights Commission and to each member of the Civil Service Commission. The Civil Service Equal Employment Opportunity Unit (hereinafter EEO Unit) shall act on behalf of the General Manager, Personnel, for purposes of investigation, mediation, and/or any other resolution of all such complaints.

b. The EEO Unit shall contact the complainant for purposes of scheduling an initial intake interview and completion of the appropriate EEO complaint form. A copy of the Complaint shall immediately thereafter be forwarded to the department against whom charges have been made.

c. Within ten (10) working days of written notification to the department being charged, the EEO Unit shall contact both parties to determine if resolution of the complaint is possible. Both parties are strongly encouraged to voluntarily attempt resolution of the allegations. The EEO Unit shall serve as a vehicle to mediate an amicable settlement where possible. Such an attempt shall not imply any determination or concession by either party with regard to the merit of the charges. Successful attempts at resolution shall result in a written agreement signed by both parties. A copy of said agreement shall be submitted to the General Manager, Personnel, for review. Subject to those limits prescribed by law, resolution agreements shall be implemented as soon as practicable.

d. Should the attempt at resolution fail, the EEO Unit shall conduct an investigation of the charges. Such investigative authority shall include the reviewing and obtaining of copies of relevant documents, interviewing individuals and such other activity, as may be necessary to obtain information pertinent to the specifics of the charges. The investigation shall result in the submission of an Investigative Report or a Recommendation of Dismissal to a panel of three persons of whom one shall be designated by the General Manager, Personnel, one by the Office of the Mayor and one by the San Francisco Human Rights Commission (hereinafter the Panel). This Panel shall constitute the Civil Service Commission's designee for purposes of hearing and disposition of employment discrimination complaints.

i) Recommendation of Dismissal

Where it appears after investigation[]] that the complaint clearly fails to constitute a violation of this Rule, the EEO Unit shall prepare a Recommendation of Dismissal specifying the reasons therefor.

Said recommendation shall be forwarded to the Panel for review, to the complainant, and to the department charged with the alleged violation. Within ten (10) calendar days of the postmarked date of the Recommendation of Dismissal, the complainant may submit in writing to the EEO Unit, any facts or reasons opposing the Recommendation of Dismissal. The complainant's submission shall be immediately transmitted by the EEO Unit to the Panel. As soon as practicable after the receipt of complainant's submission or the expiration of complainant's time for submission, the Panel shall in writing dismiss the complaint or deny the Recommendation of Dismissal specifying the reasons therefor. Copies of the Panel's determination on the Recommendation of Dismissal shall be forwarded, within five (5) working days of the ruling, to the complainant and the department involved. No evidentiary hearing shall be held on the Recommendation of Dismissal. The complainant may seek review of a Panel's dismissal determination by the Civil Service Commission. The procedure and time limit for requesting such review shall be in accordance with Section 1.03F.4.d. (v) below.

ii) Investigative Report and Hearing

Where it appears after investigation that corroborative evidence exists to warrant hearing of the charges, an investigative report shall be forwarded to the Panel and the hearing scheduled. Both parties to the complaint shall be given at least ten working days notice of the date, time and location of the hearing. The complainant and the department shall have the right to have a representative at the hearing, call a reasonable number of witnesses, pose pertinent questions of opposing witnesses through the Chair of the Panel and present closing arguments.

The hearing shall be conducted in conformance with the Civil Service Discrimination Complaint Hearing Panel Procedures. A copy of these procedures may be obtained from the EEO Unit. The Panel shall issue written findings to both parties within 30 calendar days of the conclusion of the Hearing. When appropriate the findings shall include a remedy for complainant which shall be enforced as soon as practicable. The determination of the Panel shall be final thirty (30) calendar days from the postmarked date of the written findings unless either party to the complaint seeks review by the Civil Service Commission. The procedure and time limit for requesting such review shall be those set forth in Section 1.03F.4.d. (v) below. The final determination or settlement agreement reached under this Rule shall be binding upon and enforced by every employee and appointing officer.

iii) Any challenge to the jurisdiction of the Panel to hear a complaint must be submitted in writing to the EEO Unit for transmission to the Panel within 10 working days of the date of the written notice of complaint sent to the department against which charges have been made.

iv) Subject to budgetary considerations, the proceedings shall be recorded by a Court Reporter. It is not required that a formal transcript of the proceedings be made. Should any party desire a formal transcript, that party shall bear the cost of obtaining the transcript. No attorney fees shall be provided to any party pursuant to proceedings under this Rule.

v) Request for Review of a Panel Action

A request for review of a Panel dismissal determination or a decision after Hearing, may be filed in writing with the Assistant Secretary to the Civil Service Commission specifying the reasons therefor. The request for review must include, in detail, the specific issue(s) upon which the Panel dismissal or decision is challenged and must be received in the Office of the Assistant Secretary to the Civil Service Commission no later than thirty (30) calendar days from the postmarked date of the Panel's written dismissal or decision. Requests for review will be referred to the Civil Service Commissioners to determine if the Commission will agree to review the matter. The Commission shall render its decision within thirty (30) calendar days of the receipt of the request for review. If after consideration of the written request a majority of the Commissioners do not consent to hear the matter, the request is denied and the action of the Panel is final. If the Commission agrees to grant the request for a review, the matter shall thereafter be calendared. At any review the taking of evidence and oral arguments will be permitted only as the Commission may determine. The decision of the Civil Service Commission shall be final and no reconsideration shall be allowed.

5. Where the allegations underlying a timely filed discrimination complaint also comprise the bases or are an element of a separate matter which is subject to hearing or determination by the Civil Service Commission in accordance with its Rules, the final determination reached under this Rule shall constitute a Finding of Fact and the merits of the discrimination charge shall not be reheard.

6. Complaints relative to examination matters covered by Rule 3.04, 5.06 or the Office of Revenue Sharing (ORS) Compliance Agreement of July 1979 shall not be processed under this rule but shall be dealt with by the General Manager, Personnel, of the Civil Service Commission.

7. It shall be a violation of this Rule to discriminate against, retaliate against or harass any employee or applicant because such employee has complained of or opposed any discrimination prohibited under this Rule or has made a complaint, testified, supplied evidence, assisted or participated in any manner in any investigation, proceeding or hearing under this Rule.

8. Any employee or applicant may file a complaint alleging that he or she has been retaliated against in violation of subsection F.7. of this Rule and any such complaint shall be filed and processed in the same manner as other discrimination complaints under this Rule.

9. Investigations, statements of witnesses and transcripts thereof taken pursuant to proceedings under this Rule shall be used only for the purposes set forth in subsection F.4. of this Rule and shall be held in confidence insofar as is practicable and fair.

10. This Rule does not preclude an individual's right to file the same or similar complaint, under any approved city department, board, or commission discrimination complaint process, or with any state or federal regulatory agency, or to litigate for relief. Where there exists a specific Civil Service Commission approved departmental discrimination complaint procedure, the complainant may opt to utilize that procedure first or may directly complain to the Civil Service Commission in accordance with this Rule.

11. When a complaint filed under this Rule is also filed with a state, federal or other agency duly authorized to investigate complaints of discrimination and to seek or impose relief, the Panel may determine that proceedings under this Rule shall be suspended and deferral accorded to that state, federal or other proceeding. When a charge of discrimination filed under this Rule is also the subject or an element of litigation, proceedings under this Rule shall cease and deferral accorded to the court.

G. Incorporation of Federal Guidelines

The Commission, consistent with this Rule, hereby adopts and incorporates the Federal affirmative action guidelines for local governments adopted by the United States Equal Opportunity Commission, the United States Commission on Civil Rights, the United States Department of Justice, the United States Department of Labor, the United States Civil Service Commission as adopted August 26, 1976.

H. Annual Supplementary Plan

1. Within 180 days of adoption of this Rule and annually thereafter, the Commission shall adopt a Supplementary Affirmative Action Plan for Equal Opportunities (Annual Plan) consistent with this Rule.

2. The Annual Plan shall include, at minimum, a report of the composition of the City workforce, a comparison of the City workforce with the available qualified San Francisco labor force by race, sex, and ethnicity, an identification of those classifications or occupational categories where substantial disparity exists, an analysis to determine the causes of disparity, and specific actions to be taken in order to resolve the discriminatory disparities within a defined timeframe.

3. The Annual Plan shall also include an evaluation and summary of the effects of specific actions undertaken in the previous year in order to determine the effectiveness of such measure.

Upon receipt of a completed sexual harassment report, the Personnel Officer shall immediately carry out the following:

- (1) Provide to the EEO Unit, Civil Service Commission written notification as to the specific issues of the report and any conclusion or expected disposition of the report;
- (2) Provide to the EEO Unit any subsequent information with respect to the disposition or conclusion of a pending sexual harassment report.

REPORTING METHODOLOGY:

Notwithstanding compliance with the Ordinance requirements, the procedure as established for receiving and reporting complaints of sexual harassment will also achieve the following:

- (1) Simplify the receipt/reporting function for the supervisor required to do so;
- (2) Assure that the Chief Probation Officer is aware of any report and allow for the possible internal resolution of such complaint(s);
- (3) Provide for the APD _____ to maintain an accurate record of all sexual harassment reports submitted to the EEO Unit, Civil Service Commission;
- (4) Utilization of the AA/EEO Unit to assist Departments in the informal resolution of sexual harassment complaints to every extent possible;
- (5) Utilization of the APD Personnel Officer in providing to the EEO Unit, Civil Service Commission written notification and any other subsequent reports as to the resolution/disposition of reported sexual harassment complaints.

The procedure for an employee to report a sexual harassment complaint to the responsible supervisor is not to be construed or confused with the formal complaint process. The process which we are addressing is a less formal, first step opportunity for a Department to internally receive, review and possibly resolve reported issues of sexual harassment.

Formal complaints of discrimination are processed through other mechanisms i.e., EEO Unit, Civil Service Commission, State of California, United States Federal Government.

The Personnel Officer must receive the completed sexual harassment report within three (3) working days in order to meet the Civil Service reporting time frame of five (5) working days.

ARLENE M. SAUSER
CHIEF ADULT PROBATION OFFICER

EMPLOYEE SEXUAL HARASSMENT REPORT

Name of Complaining Party

Class #

Date Complaint Received by Supervisor

Department/Division

Date(s) which Alleged Incidents Occurred

Date Report Forwarded to Personnel Officer

Type of Sexual Harassment Reported (check appropriate item(s):

- ☐ Verbal Harrassment, e.g., epithets, derogatory comments or slurs
- ☐ Physical Harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement.
- ☐ Visual Forms of Harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- ☐ Requests for Sexual Favors or Unwanted Sexual Advances: When the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit term or condition of employment.

Identify Action(s) Taken/To be Taken Regarding the Review or Resolution of this Report
(Print or Type - Use Additional Paper If Necessary)

Approximate Date of Anticipated Action(s)

Report Submitted by (print)

Division/Department Head (print)

Signature

Signature

SAN FRANCISCO ADULT PROBATION DEPARTMENT
STATEMENT OF POLICY AND/OR PROCEDURE

No. 100.28 Dated 6-1-83
Page 1 of 3 Pa

PROGRAM: ADMINISTRATION

100.05 6-30
100.15 12-2

SUBJECT: DEPARTMENT CODE OF
ETHICS AND CONDUCT

Replaces No. 100.28 Dated 10
Page All of Pa
100.11 7-28
100.12 9-21

I. AGENCY POLICY:

In order to maintain the confidence of the community, it is Agency policy that the relationships between the employees of the Department and probationers shall remain strictly professional and free from the influence, whether actual or apparent, of personal or financial concerns. It is also Agency policy that employees shall treat probationers, the public and each other with courtesy and respect. In general, employees are expected to exercise good judgement in their personal, professional and business dealings, and to act in such a way as to reflect no discredit on the Adult Probation Department.

II. CONDUCT GUIDELINES:

The following standards shall apply to all employees of the San Francisco Adult Probation Department, regardless of rank or job classification:

- A. Employees are not to enter into any business dealings with any person who is under the care, custody, control or supervision of the Probation Department.
- B. Employees shall not become involved in financial transactions with probationers, their attorneys, bail bondsmen or other representatives. This includes holding money, giving or accepting loans, or accepting employment.
- C. Adult Probation Department employees shall not accept gifts of any kind from clients, relatives of clients, attorneys or bail bondsmen.
- D. Employess shall not knowingly enter into social relationships with clients of the Department.
- E. No Department employee shall refer a probationer or his or her representative to a specific individual attorney, bail bondsmen, physician or therapist. If a request is made for a referral, the employee may provide the probationer with a list of three individuals he or she considers competent to provide the help desired by the probationer.

This rule does not apply to referrals to specific drug or alcohol treatment centers or psychiatric hospitals or clinics, or to nonprofit organizations. The probation officer may use his or her knowledge of these organizations in recommending one that will best suit the needs of a particular probationer.

- F. No person shall supervise or perform a court-ordered investigation on a personal friend, relative, neighbor or person with whom the officer has had or expects to have business transactions or social contact. In addition, no Department employee shall attempt to influence the management of the case of any friend, relative, neighbor, social or business contact who is on probation or has been referred by the court for investigation.
- G. All employees shall be courteous to people who either call or come to this agency for assistance. Even very difficult persons must be treated with fairness. It is a violation of Department policy for any employee to engage in shouting, name calling or any rude or demeaning behavior in dealing with the public or fellow employees. No employee shall use physical force or threat of physical force except in self-defense.
- H. Department staff members are prohibited from gathering and/or giving confidential information to any unauthorized person, or disclosing it publicly. Confidential information includes, but is not limited to, criminal records, addresses of clients or employees, medical diagnosis, financial information, or any information available from computer terminals in the Department. Questions concerning whether particular information is confidential should be addressed to the employee's supervisor.
- I. Both Adult Probation Department policy and Civil Service Rules prohibit any employee from holding a "second" job without obtaining prior written permission from the Chief Adult Probation Officer. This permission can only apply to specific employment, and must be renewed SEMI-ANNUALLY. (Ref: Civil Service Rule 29)
- J. Violation of these rules may result in disciplinary action, including suspension and dismissal. However, an employee may ask that an exception to these rules be considered by making an application in writing to his or her supervisor.

III. DRESS REGULATIONS:

Probation officers appearing in court are to be neatly dressed. Clothing is to be clean and wrinkle-free. Men must wear shirts, appropriate for a tie, and wear ties; jackets are preferable.

All employees are expected to present a business-like appearance at work. Clothing is to be neat and appropriate.

IV. BEHAVIOR IN PUBLIC AREAS OF THE DEPARTMENT:

Public contact begins in the public areas of the Adult Probation Department. These areas are defined as that part of the work space where clients, attorneys and other non-employees could reasonably

be expected to come in contact with staff members. These areas include, but are not limited to, the waiting room, the main reception counter and its work space, the two side counters and their work space, the hallways, the Project 20 reception office, Room 210, the Cashier's Office and the telephones.

Conduct in these areas is expected to always be professional and businesslike. Public areas are not to be used for rest and recreation. There are to be no radios in these areas nor are meals to be eaten in any of these areas.

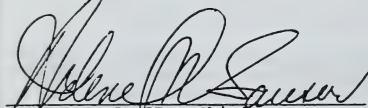
Some of our most important and immediate work is done behind the four counters. There is to be no one behind any of these counters who does not have current business there. Once an employee has transacted his/her business, he/she is to leave. Staff members, friends and relatives are not to lounge at the counters. An employee who wishes to visit should key out and go to the staff lounge.

V. ATTENDANCE AT PUBLIC MEETINGS:

Except as contained in the Memorandum of Understanding with the Union, employees are not to attend public meetings on business time without the permission of their supervisor. Individuals may be released from their duties to attend public meetings if:

- A. their presence at the meeting is in the interest of both the community and the department; and
- B. the person wishing to attend the meeting is approved to attend by the Department.

Any employee wishing to attend a public meeting may request permission to attend by submitting a brief request in writing to his or her unit supervisor.



ARIENE M. SAUSER, Chief
Adult Probation Officer

December 14, 1989

TO: All staff via Supervisor

From: Arlene M. Sauser, Chief

RE: LANGUAGE DIVERSITY POLICY/SIGN-OFF SHEET

Attached for your review and signature is the Civil Service Commission policy on Language Diversity for city-wide application.

This policy affirms that city employees have a right to speak their primary language in the workplace. The departments may not establish any rules which abridge that right, unless, such rules are the result of a business necessity which comports with the standards established by the U.S. Equal Employment Opportunity Commission.

Once you have reviewed this policy, sign your Acknowledgment Of Receipt form and return it to your supervisor.

Supervisors, please submit your Units acknowledgment forms to Donna Marion. Please note that the policy on Language Diversity should be inserted in the APD 's Statement of Policy and/or Procedure manual under Administration Program under 100.10.



CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.

December 14, 1989

CIVIL SERVICE COMMISSION POLICY ON LANGUAGE DIVERSITY

I hereby acknowledge that I have received and reviewed a copy of the Civil Service Commission Policy on Language Diversity.

NAME

DATE

Personnel file



San Francisco Commission on the Aging

Departmental Affirmative Action Plan

Prepared for:

Civil Service Commission Equal Employment Opportunity Unit

Submitted By:

Commission on the Aging

David Ishida, *Executive Director and Acting Affirmative Action Officer*

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Introduction

The Commission on the Aging is the designated Area Agency on Aging for the City and County of San Francisco.

Area Agencies on Aging serve as planning and service areas designated by the State Agency. The job of an area agency is to understand the needs of older people in the community and to organize community resources to meet those needs. They must also involve older people themselves in this process of seeing that public and private agencies and organizations are responsive to the service needs of the elderly within their respective planning and service areas.

Area Agencies on Aging develop area plans for four-year periods with annual adjustments as necessary. The plans provide for needs assessment, evaluation of effective use of resources, coordination of service delivery, and strategic investment of Older Americans Act funds to achieve the best possible services.

Area Agencies are responsible for managing the planning and development of community service systems which will constitute a full range of services: in-home services, community and neighborhood services, supportive services, alternative living arrangements, and services to older persons who are in institutions.

In order to discharge these responsibilities, area agencies:

- Serve as the advocates and focal point for the elderly within the area for monitoring, evaluating and commenting on all policies, programs, hearings, and community actions which affect the elderly;
- Assume planning and management responsibility within the planning and service area for the senior centers program;
- Assure that at least fifty percent of the area agency's services and centers funds are used for access services, in-home services and legal services;
- Determine the need for social services, nutrition services, and multi-purpose senior centers within the area, and fund service providers to meet these needs;
- Provide access to information and referral services;

Introduction (*cont.*)

- Develop resources from other public and private sources for services for older persons; and,
- Monitor service providers funded under Title III.

Under the provisions of section 306 (a) (6) (G), each Area Agency must establish an Advisory Council consisting of older individuals who are participants in, or who are eligible to participate in programs assisted under this act, representatives of older individuals, local elected officials, and the general public, to continuously advise the Area Agency on all matters relating to the development of the area plan, the administration of the plan, and operations conducted under the plan. There are seven Commissioners, appointed by the Mayor, who set the policy and make decisions for the agency.

There are 26.5 positions at the Commission on the Aging presently (including the Senior Information & Referral Program), with 4.5 vacancies.

The Commission has two major sources of funding: Federal and State monies authorized via the Older Americans Act and administered by the California Department of Aging, and City and County monies via the Off Street Parking Tax and General Funds.

The Commission on the Aging seeks to employ workers on its staff who are reflective of the population of San Francisco.

Policy Statement

It is the policy of the Commission on the Aging to afford equal opportunity for employment to all individuals regardless of race, religion, sex, national origin, ethnicity, age, physical or other disabilities, political affiliation, or sexual orientation.

It is not feasible to expect a policy of non-discrimination enacted within the recent past to satisfactorily alleviate long-standing discriminatory practices in vogue for decades. In order to more quickly reach a state of affairs in which employed persons reflect the approximate proportion of available qualified applicants within each of the sub-categories, the Commission on the Aging will take the following action steps:

- Recruit, hire and promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, age, physical or other disabilities, political affiliation, or sexual orientation.
- In addition to implementing an affirmative action plan, the Commission on the Aging will comply with the affirmative action policies of the Mayor, the Board of Supervisors, the Civil Service Commission, the Human Rights Commission, and with relevant Federal, State, and local laws and guidelines.

I, as Executive Director, understand the priority of these measures and personally commit myself to the foregoing.



David Ishida, Executive Director
Commission on the Aging

12/2/92
Date

Designation of Responsibility

The Director of the Commission on the Aging will be responsible for the overall administration of the Affirmative Action plan.

The Director will:

- Designate an Affirmative Action Coordinator and evaluate the Coordinator's progress in implementing the plan.
- Ensure that the Department's policies are consistent with the Affirmative Action plan.

The Affirmative Action Coordinator will report to the Director of the Commission on the Aging, and advise the Director of the need to activate lists from which vacancies can be filled. A progress report of the activity between the Commission on the Aging and the Civil Service Commission will be given to the Human Rights Commission.

The Affirmative Action Coordinator will:

- Develop and implement a written agency plan.
- Collect and analyze employment data and make corrective recommendations; develop goals and timetables.
- Prepare progress/status reports as required, and serve as liaison between department staff, Civil Service Commission, Human Rights Commission, and other agencies.

Total Department/Division Composition and Utilization

DEPARTMENT DEMOGRAPHICS (as of June 30, 1991)					
	Number	Percent	Availability	Negative Variance	AA Goal
<i>Ethnicity</i>					
White	7	39.0%	57.5%		N/A
Black	2	11.0%	9.9%		N/A
Hispanic	1	6.0%	11.2%	-5.2%	N/A
Asian	6	33.0%	15.3%		N/A
Filipino	2	11.0%	5.4%		N/A
American Indian	0	0.0%	0.4%	-0.4%	N/A
<i>Gender</i>					
Male	6	33.0%	54.8%		N/A
Female	12	67.0%	45.2%		N/A
<i>Total</i>	18	100.0%			

Ethnicity: Racial or ethnic identity/grouping

Gender: Sex (male or female)

Number: Number of COA employees per grouping

Total: Number of employees in the department

Percent: Number of employees per grouping divided by the total number of employees in the department

Availability: Percentage of groupings in the San Francisco labor market as reported in the 1980 U.S. Census (see page 11)

Negative Variance: Difference between percent and availability (percent minus availability)

AA Goal: Is goal needed? Affirmative Action goals are needed if a) total number of employments is greater than 20, or the occupational category is Officials and Administrators; and b) variance multiplied by total, when rounded off is 1 or greater.

Composition and Utilization by Occupational Category

OFFICIALS AND ADMINISTRATORS (as of June 30, 1991)					
	Number	Percent	Availability	Negative Variance	AA Goal
<i>Ethnicity</i>					
White	2	100.0%	57.5%		N/A
Black	0	0.0%	9.9%	-9.9%	N/A
Hispanic	0	0.0%	11.2%	-11.2%	N/A
Asian	0	0.0%	15.3%	-15.3%	N/A
Filipino	0	0.0%	5.4%	-5.4%	N/A
American Indian	0	0.0%	0.4%	-0.4%	N/A
<i>Gender</i>					
Male	0	0.0%	54.8%		N/A
Female	2	100.0%	45.2%		N/A
<i>Total</i>	2	100.0%			

The largest classes in this category and the number of positions in each:

- 2988 - Director, Commission on the Aging (1) *Mayoral Appointment*
- 2985 - Deputy Director, Commission on the Aging (1)

Composition and Utilization by Occupational Category

PROFESSIONAL (as of June 30, 1991)					
	Number	Percent	Availability	Negative Variance	AA Goal
<i>Ethnicity</i>					
White	4	31.0%	57.5%		N/A
Black	1	8.0%	9.9%		N/A
Hispanic	0	0.0%	11.2%	-11.2%	N/A
Asian	6	46.0%	15.3%		N/A
Filipino	2	15.0%	5.4%		N/A
American Indian	0	0.0%	0.4%	-0.4%	N/A
<i>Gender</i>					
Male	6	46.0%	54.8%		N/A
Female	7	54.0%	45.2%		N/A
<i>Total</i>	13	100.0%			

The largest classes in this category and the number of positions in each:

- 1546 - Secretary to the Commission on the Aging (1)
- 1650 - Accountant (2)
- 1652 - Head Accountant (1)
- 1656 - Chief Fiscal Officer (1)
- 1844 - Senior Management Assistant (1)
- 2846 - Nutritionist (3)
- 9722 - Specialist in Aging II (4)

Composition and Utilization by Occupational Category

OFFICE AND CLERICAL (as of June 30, 1991)					
	Number	Percent	Availability	Negative Variance	AA Goal
<i>Ethnicity</i>					
White	1	33%	57.5%		N/A
Black	1	33%	9.9%		N/A
Hispanic	1	33%	11.2%		N/A
Asian	0	0.0%	15.3%	-15.3%	N/A
Filipino	0	0.0%	5.4%	-5.4%	N/A
American Indian	0	0.0%	0.4%	-0.4%	N/A
<i>Gender</i>					
Male	0	0.0%	54.8%		N/A
Female	3	100.0%	45.2%		N/A
<i>Total</i>	3	100.0%			

The largest classes in this category and the number of positions in each:

- 1426 - Senior Clerk Typist (3)

Review of Past Year's EEO/AA Performance

From June 30, 1990 to June 30, 1991, the Commission on the Aging employments increased in minority representation and continued to be predominantly female.

The department's success can largely be attributed to the commitment of management staff to fill vacancies through broad community outreach and targeted recruitment.

For employments reported June 30, 1991, only one minority group is underutilized (Hispanic) compared to availability in the San Francisco labor market. That underutilization has been addressed in the current program year.

Affirmative Action Goals and Timetables

The Commission on the Aging is committed to equal employment and opportunity and a program of affirmative action. As stated in the City and County of San Francisco Employee Handbook, this means that "it is [our] policy to afford equal opportunity in all aspects of employment to all persons, without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, medical condition, or the conditions Acquired Immune Deficiency Syndrome and AIDS related complex."

The Commission on the Aging shall continue to strive to attain a work force whose composition reflects the distribution of minorities and women in the San Francisco labor force.

These goals, based upon data from San Francisco's Labor Market, 1980 Census are:

San Francisco Affirmative Action Goals				
<i>Ethnicity</i>	White	57.5%	Asian	15.3%
	Hispanic	11.2%	Filipino	5.4%
	Black	9.9%	Native American	0.4%
<i>Gender</i>	Male	54.8%		
	Female	45.2%		

Based on utilization data, the Commission on the Aging is not required to establish affirmative action goals.

During the current affirmative action period (July 1, 1991 to June, 30, 1993), the Commission on the Aging (excluding the Senior Information & Referral Program) has experienced nine position vacancies. Two of these vacancies have been filled by Asian males; two positions have been filled by African-American females; one position has been filled by a Filipino male and; one position has been filled by a Hispanic female, and three positions remains vacant. It is the objective of the COA to fill one of the vacancies with a member of a targeted minority group.

Affirmative Action Programs

Recruitment:

The Commission on the Aging will utilize the technical assistance of the Civil Service Commission's Equal Employment Opportunity unit to fill any vacant positions. In addition, the Commission will actively seek out, and utilize, minority mailing lists, and identify minority service providers and organizations.

The Commission on the Aging will enlist the assistance of minority and female staff members to participate in recruitment activities and job fairs. David Ishida, Executive Director, will be responsible for recruitment activities.

Selection and Hiring:

The Commission on the Aging will target minority groups and/or persons with experience in community based minority organizations. In addition, based on the Older Americans Act mandate, in order to improve access and decrease barriers for low income and minority populations, the Commission on the Aging will seek out persons with the greatest experience and sensitivity in working with these populations.

The Commission on the Aging works closely with the Civil Service Commission Examination and Classification unit to ensure that the job descriptions of vacant positions accurately reflect the function of the position, that education and experience requirements are job related, and that examinations measure job-related criteria.

The Commission on the Aging will always include minorities and/or women on interview panels, to ensure fairness.

Promotions:

The Commission on the Aging encourages all staff to apply for Civil Service job openings, and take examinations to place on eligibility lists. All promotional opportunities, both internally and externally, are posted. All employees are informed of existing training programs and are encouraged to participate.

Affirmative Action Programs (con't)

Training:

The Commission on the Aging will incorporate into training programs for supervisors and managers: 1) legal issues related to equal employment opportunity and affirmative action in the public sector; 2) sensitivity to the multi-cultural populations who reside in San Francisco; 3) discrimination complaints and grievance procedure process and; 4) maintaining a conducive and cooperative work environment. To the extent that funds are available, all staff are encouraged to participate in all training.

Complaint Resolution:

All employees have the opportunity to file written and/or verbal complaints to managers. If there is not satisfactory resolution, staff has the opportunity to go to the Director, Personnel Committee, and/or Union Representative, respectively.

Auditing Reporting

The Commission on the Aging will establish an internal audit and reporting system to monitor and evaluate progress in each of the affirmative action programs.

The Commission on the Aging will:

- Maintain updated data by race, sex, classification, status, and salary for all employees, and keep track of all employees with bilingual skills and whether or not they are receiving bilingual compensation.
- Maintain and submit upon request, the following reports kept by race and sex: appointments, separations, transfers, upgrades, and disciplinary actions.
- Develop a system to monitor and measure progress of all affirmative action activities. If results are not satisfactory to meet the goals, analyze problems and make necessary changes.

The Director shall designate responsibility for each of these activities.

Dissemination of Affirmative Action Plan

The Commission on the Aging will inform all employees in the department of its equal employment opportunity and affirmative action policy.

The Commission on the Aging will train all supervisors of their responsibilities in the implementation of the program by:

- Providing a written communication form and signed by the department Director.
- Including the affirmative action program and policy in the operations manual.
- Holding meetings to discuss responsibilities, progress, and problems in implementing affirmative action activities.

Every employee shall be informed of the department's Affirmative Action policy and programs through:

- The department Director's signed EEO and affirmative action policy statement posted on bulletin boards;
- The inclusion of EEO and affirmative action policy statements in employee handbooks and orientation materials;
- Reports on affirmative action progress in the departments annual report;
- Notices informing employees of affirmative action programs such as training, promotional openings, etc.

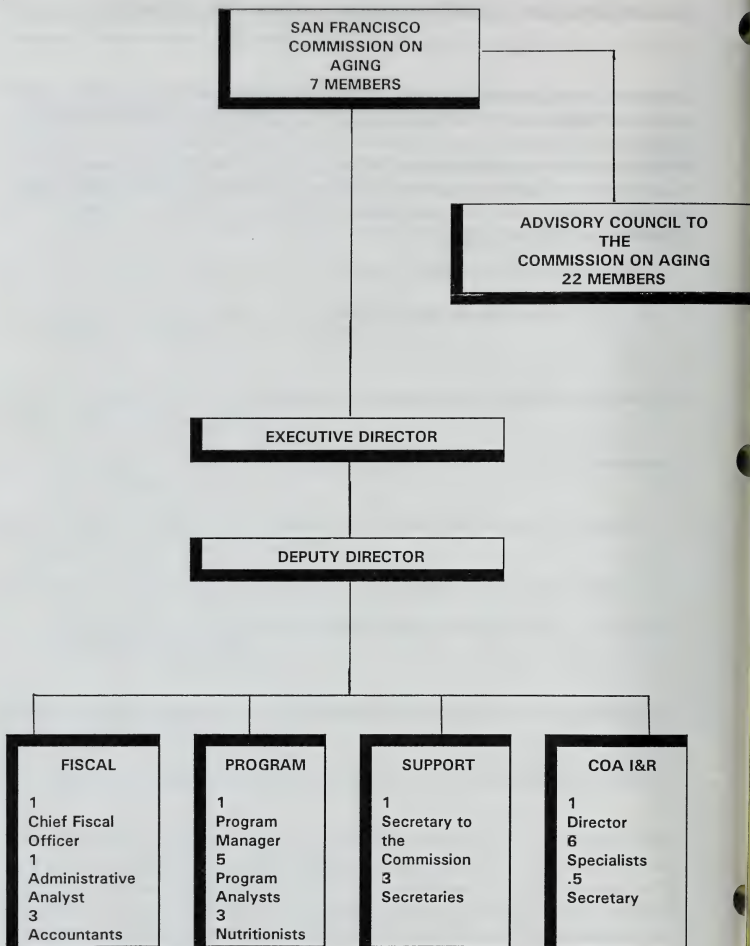
All employee organizations will be notified of the department's affirmative action plan and will be:

- Encouraged to provide input on the development of affirmative action ideas;

The Commission on the Aging will conduct meetings on a regular basis to discuss portions of the affirmative action program. All employees will be informed of their rights and responsibilities in job assignments, training, etc. In addition, the Commission on the Aging will conduct sessions focusing on sensitivity towards co-workers, discrimination, and other problem areas.

Dissemination of Affirmative Action Plan (con't)

Copies of the Commission on the Aging's Affirmative Action plan will be made available to all employees, and the public will be informed of the Commission on the Aging's commitment to affirmative action by having a copy of the its Affirmative Action plan on file at the Civil Service Commission, Human Rights Commission, and at the department. Also, periodic reports on the progress of the plan will be made to the Commission on the Aging.





CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT of AGRICULTURE and WEIGHTS AND MEASURES

501 ARMY STREET - 109-A, SAN FRANCISCO, CALIFORNIA 94124

Office of
AGRICULTURAL COMMISSIONER
Tel. 285-5010

Office of
FARMERS' MARKET MANAGER
100 Alemany Blvd. 94110
Tel. 647-9423

Office of
SEALER OF WEIGHTS AND MEASURES
Tel. 285-5012

DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT:	Agriculture/Weights and Measures/Farmers' Market
CHIEF EXECUTIVE OF DEPARTMENT:	G. Evan Weeth
AFFIRMATIVE ACTION OFFICER:	G. Evan Weeth
DATE ADOPTED OR SUBMITTED:	March 31, 1992

INTRODUCTION

Objectives of the Department

The objectives of the Department are:

To protect the agricultural resources and environment of California in a manner that will result in the greatest long term benefit to all;

To preserve local determination in administering statewide laws and regulations, and insure that all interagency and joint policies provide adequate flexibility to accommodate local concerns and resources;

To protect the agricultural industry, the public, and the environment through enforcement of existing laws and regulations; support beneficial legislation and oppose that which is not;

To protect the agricultural industry and the environment from the introduction and spread of damaging pests, and abate pest infestations based on statutory authority when it is in the public interest and welfare;

To encourage and promote the suppression of pests by biological, cultural, mechanical, chemical or any combination of these methods, and use regulatory authority to suppress pests by the interruption of their life cycles;

To protect people, animals, property and the environment from exposure to harmful pesticides by the enforcement of all laws and regulations which provide for their appropriate, safe, and efficient use;

To protect consumers from fraud and deception and assure marketing equity among producers and among shippers in the distribution of fruits, nuts, vegetables, eggs and honey by the uniform enforcement of minimum standards of quality, packaging, and labeling established for these commodities;

To encourage development of alternate disposal methods for substandard commodities to prevent waste;

To publish an annual report of the county's agricultural production as a basis for the logistical support of the industry, and compile special reports as required; and

To provide, without political bias, effective, uniform, and objective administration of the responsibilities and functions over which the Commissioner has jurisdiction.

To preserve and maintain the standards of measurement essential in providing a basis of value comparison for consumers and fair competition for industry.

Department Authority and Activities

The office of the Agricultural Commissioner is established through the authority of the California Agricultural Code, which states, "There is in each county government the County Department of Agriculture and it is under the control of the County Agricultural Commissioner." The Agricultural Code also describes duties of the Commissioner and the functions of the department. It establishes the office as a regulatory agency empowered to enforce the laws, rules and regulations as they apply to agriculture or pertain to the protection of the consuming public. The Department is also responsible for other duties or activities which are, or may be, requested by the Board of Supervisors and the Chief Administrative Officer.

Personnel of the Department are qualified through extensive examinations by the Civil Service Commission and the State of California. Individual licenses are issued to them for the enforcement areas in which they qualify. Constant study is necessary while on the job to keep up to date and well informed on new pest information, and laws, regulations and policies which are received almost daily. Important decisions regarding rejections, treatment, destruction or movement of agricultural commodities, often involving thousands of dollars, are the responsibility of the inspector while performing his or her duties. Many of these problems occur where on the spot decisions must be made without benefit of advice from a supervisor. Thorough knowledge of the law and good sound judgment are essential requirements for personnel of the Department.

Activities at our certified farmers' market may include the following:

- Providing a clean area for the market.
- Enforcing federal, state and local laws and regulations relating to certified farmers' markets.
- Collecting fees from participants.
- Providing an orderly method of marketing of commodities.

Other activities performed are:

- Emergency response in civil emergencies and disasters.
- Providing pesticide information in the case of spills and other non-planned chemical releases.
- Providing exhibitions at fairs.



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Office of
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Tel. 285-5012

March 31, 1992

TO: All Personnel

FROM: G. Evan Weeth
Agricultural Commissioner/Sealer

SUBJ: EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY
STATEMENT

The Agriculture/Weights and Measures/Farmers' Market Department is committed to equal employment opportunity and a program of affirmative action.

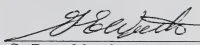
It is the policy of this department to afford equal opportunity in employment to all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related), AIDS/ARC/HIV infection, age, religion, or political affiliation. This policy of non-discrimination shall cover all employment decisions of the department, including recruitment, selection, hiring, promotion, assignment, benefits, compensation, training, transfer, layoff, discipline and termination.

Furthermore, the Agriculture/Weights and Measures/Farmers' Market Department shall execute a program of affirmative action to remove barriers that have operated in the past to preclude employment opportunity for members of certain groups who experienced discriminatory practices against them. An affirmative action plan will be followed to assist the department in increasing the utilization of the skills and talents of minorities and women, where underutilization exists.

It is also the policy of the Agriculture/Weights and Measures/Farmers' Market Department to comply with federal, state, and local laws, guidelines and requirements which govern equal employment opportunity and affirmative action.

As the Agricultural Commissioner and Chief Executive of the department, I assume responsibility for the management and direction of the affirmative action program, and will demonstrate my personal commitment to equal employment opportunity and affirmative action.

All employees will be made knowledgeable of this EEO/AA policy. It shall be the shared responsibility of all employees to comply with the policy and promote a positive non-discriminatory work environment.


G. Evan Weeth
Agricultural Commissioner/Sealer

DESIGNATION OF RESPONSIBILITIES

The Agricultural Commissioner/Sealer will have overall responsibility for administration of the affirmative action program, as well as responsibility for specific affirmative action activities. The Commissioner will:

- develop, communicate and enforce an equal employment opportunity and affirmative action policy and other related policies, as needed;
- develop, disseminate and oversee implementation of the department's affirmative action plan;
- maintain and review information on the department's workforce composition;
- evaluate supervisors on their performance with respect to equal employment and affirmative action responsibilities;
- periodically report to the Civil Service Commission and Human Rights Commission as required; and
- investigate complaints of discrimination.

Each supervisor will make a good faith effort to promote equal employment opportunity with all employment related decisions.

It shall be the responsibility of all employees to maintain a non-discriminatory work environment in their day-to-day interactions with one another.

UTILIZATION ANALYSIS

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>6</u>	<u>46.2%</u>			
<u>Black</u>	<u>2</u>	<u>15.4%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>4</u>	<u>30.8%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>0</u>	<u>0.0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>1</u>	<u>7.7%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>7</u>	<u>53.8%</u>			
<u>Female</u>	<u>6</u>	<u>46.2%</u>	<u>45.2%</u>		
<u>Total</u>	<u>13</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A: Officials and Administrators

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>2</u> <u>100%</u>			
<u>Black</u>	<u>0</u> <u>0%</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u> <u>0%</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u> <u>0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u> <u>0%</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u> <u>0%</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>1</u>	<u>50%</u>		
<u>Female</u>	<u>1</u>	<u>50%</u>	<u>45.2%</u>	
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

3456 County Agricultural Commissioner - Sealer of Weights & Measures (1)

3480 Farmers' Market Manager (1)

NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

The overall utilization for the total department is very close to parity with the available labor market. There exists underutilization of Asians and American Indians, with no employees from these target groups. To be at parity, with a total department staff of only 13 employees, the department would have 2 Asian employees. Because the department is so small, the underutilization of American Indians is statistically insignificant.

While the department has experienced relative success in achieving a diverse workforce in terms of total numbers of racial minorities and women, some imbalance exists in their distribution among the occupational categories. Racial minorities and women are well represented in the office/clerical and service/maintenance categories, with weaker representation in the officials/administrators and technicians categories. It should be noted, however, that total employments in all categories is so small that achieving parity within any category is either unattainable or unrealistic.

The department has experienced an on-going difficulty in recruiting qualified individuals for the classifications in the officials & administrators and technicians occupational categories. All but one of the classifications used by the department in these categories require licensing by the State of California. The department has experienced even greater difficulty in recruiting women and members of target groups for these positions. The California Department of Food and Agriculture estimates, based on anecdotal information (no official statistics are available), that fewer than 2% of all individuals in the state with such licensure are African-American, with African-Americans representing the second largest non-white group.

In November 1991, the Civil Service Commission issued an examination announcement for 3453 Assistant Agricultural Commissioner-Sealer of Weights and Measure, and to date no applications have been filed. This illustrates the difficulty in filling positions at all, regardless of target group membership.

An affirmative action accomplishment of the past year was the promotion of a Filipino male from Inspector of Weights and Measures Trainee to Inspector of Weights and Measures.

AFFIRMATIVE ACTION GOALS

With fewer than twenty (20) employments in the entire department, no affirmative action goals are required.

AFFIRMATIVE ACTION PROGRAMS

The department will undertake the following activities in order to ensure that equal employment opportunity is afforded to all:

Policy Dissemination: The EEO/AA policy and other related policies will be posted prominently on an official bulletin board. The Commissioner will communicate these policies to current employees during staff meetings and to new employees during employee orientations.

Recruitment: The department will work cooperatively with the Civil Service Commission in conducting recruitments for classifications used exclusively by the Agriculture/Weights and Measures/Farmers' Market Department, including making efforts to identify prospective target applicants.

Although no turnover is anticipated among the 6220 Inspectors of Weights and Measures, should a vacancy occur, the department will consider temporarily exchanging the position to a 6218 Inspector of Weights and Measures Trainee, and conducting a targeted recruitment. Because the minimum qualifications for the trainee classification are less stringent, use of the classification offers an opportunity to introduce underrepresented groups into a highly specialized field, and to diversify the department's workforce.

Selection, Hiring, Promotions, and Training Opportunities: The Commissioner will assure that all staff with responsibility for making personnel related decisions implement the department's EEO/AA policy and promote equal employment opportunity in all aspects of employment. Supervisory staff will be evaluated on their EEO efforts and the results of those efforts in their performance appraisals, along with other job related criteria.

Management Development: Supervisory staff will be encouraged to participate in management training programs in the areas of equal employment opportunity, workforce diversity, preventing harassment, etc.

Complaints Resolution: The Commissioner will attempt to internally resolve any complaints of discrimination raised through the chain of command. The Commissioner is responsible for responding to charges of discrimination filed by departmental employees with any of the external agencies who handle employment discrimination complaints, including the Civil Service Commission's EEO Unit.

AUDITING AND REPORTING

The department will review and maintain workforce composition data as a means of tracking advancements and identifying needs toward its goal of achieving a diverse workforce reflective of the San Francisco labor market. The Commissioner will report to the Mayor, Board of Supervisors, Civil Service Commission, and Human Rights Commission on affirmative action progress as required by the San Francisco Administrative Code.

DISSEMINATION

All employees will be notified of the adoption of the department's affirmative action plan. Supervisory staff will be provided copies. Other employees may obtain copies from the department head upon request.

Copies of the plan will be forwarded to the Board of Supervisor, Mayor's Office, Civil Service Commission and Human Rights Commission. The Department of Agriculture/Weights and Measures/Farmers' Market affirmative action plan will be made available for review by employee organizations and the general public at 501 Army Street, #109-A, San Francisco, CA 94124.

APPENDICES

Departmental Workforce Composition by Occupational Categories

Listing of Classifications with Occupational Category Linkup

Policy on Discrimination Complaints

Policy Prohibiting Sexual Harassment

Policy Prohibiting the Use of Slurs

Policy on Language Diversity

SF Administrative Code Section 16: Departmental Affirmative Action Plans

AP Class Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female

72 COUNTY AGRICULTURE-WEIGHTS & MEASU

OFFICIALS & ADMINISTRATORS

A 3456 CO AGRI COMMR AND SEALER OF WEIGHTS-MEA																
3456 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
3456 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00

A 3480 FARMERS MARKET MANAGER.....																
3480 PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
3480 Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00

A Total																
Pct	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	2

C TECHNICIANS

C 3450 AGRICULTURAL INSPECTOR.....																
3450 PCS	1	1	0	0	0	0	0	0	0	0	0	0	2	1	3	3
3450 Total	1	1	0	0	0	0	0	0	0	0	0	0	2	1	3	3
Pct	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	66.66	33.33	33.33	33.33

C 3453 ASST AGRIC COMH-SEALER OF WIGHTS-MEAS....																
3453 PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
3453 Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00

C 6220 INSPECTOR OF WEIGHTS AND MEASURES.....																
6220 PCS	1	0	1	0	0	0	0	0	0	0	0	0	3	0	3	3
6220 Total	1	0	1	0	0	0	0	0	0	0	0	0	3	0	3	3
Pct	33.33	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	33.33	33.33

C Total																
Pct	28.57	28.57	14.28	0.00	14.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	71.42	28.57	7	7

November 27, 1991

Class	AP Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AFER IND		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	

F OFFICE / CLERICAL

F 1424	CLERK TYPIST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1424	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1424	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F 1426	SENIOR CLERK TYPIST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1426	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1426	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F 1446	SECRETARY II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1446	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1446	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Pct		0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	3

H SERVICE / MAINTENANCE

H 2708	CUSTODIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2708	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2708	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

H	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

72 COUNTY AGRICULTURE-WEIGHTS & MEASU

Total	3	3	2	0	1	3	0	0	0	1	0	0	0	1	0	13
Pct	23.07	23.07	15.38	0.00	7.69	23.07	0.00	0.00	0.00	7.69	0.00	0.00	0.00	53.84	46.15	

for
 City and County of San Francisco - Civil Service Commission
 AA Plan Positions : AAP 6.1
 Budgeted Positions
 Summary by Department, Occupational Category and Job Class

Generated January 28, 1992 at 10:29 AM

Dept	OCC	Class	Class Title	AAP Bench	Total Count
----	----	-----	-----	-----	-----
72			COUNTY AGRICULTURE-WEIGHTS & MEASU		
72	A		OFFICIALS & ADMINISTRATORS		
72	A	3456	CO AGRI COMMSR AND SEALER OF WEIGHTS-MEA	0101	1
72	A	3480	FARMERS MARKET MANAGER.....	0117	1
72	A		OFFICIALS & ADMINISTRATORS subtotal:		2
72	C		TECHNICIANS		
72	C	3450	AGRICULTURAL INSPECTOR.....	0314	3
72	C	3453	ASST AGRIC COMM-SEALER OF WGHTS-MEAS....	0314	1
72	C	6220	INSPECTOR OF WEIGHTS AND MEASURES.....	0339	3
72	C		TECHNICIANS subtotal:		7
72	F		OFFICE / CLERICAL		
72	F	1426	SENIOR CLERK TYPIST.....	0616	2
72	F	1450	EXECUTIVE SECRETARY I.....	0622	1
72	F		OFFICE / CLERICAL subtotal:		3
72	H		SERVICE / MAINTENANCE		
72	H	2708	CUSTODIAN.....	0808	1
72	H		SERVICE / MAINTENANCE subtotal:		1
72			COUNTY AGRICULTURE-WEIGHTS & MEASU subtotal:		13
REPORT GRAND TOTAL					13

--- End of Report ---

NON-DISCRIMINATION POLICIES

Affirmative Action Policy for Equal Opportunity

Vigorous enforcement of the laws against discrimination shall be carried out at every level toward the end that all persons, regardless of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, or sexual orientation, shall have equal access to positions in this department, limited only by their ability to do the job.

A copy of the entire Affirmative Action Plan is located in the "C file" under Civil Service Commission, C.3.1.0.

Discrimination Complaints

Any person may file a complaint alleging discrimination as a result of any employment selection procedure violating the Affirmative Action Plan and Policy for Equal Opportunities by forwarding the complaint in writing to the General Manager, Personnel, to the attention of the EEO Unit. The complainant shall specify those facts and reasons which support the charges. Letters of complaint must be filed within 30 calendar days of the occurrence of the discriminatory act. A copy of all complaints shall immediately be forwarded to the Human Rights Commission and to each member of the Civil Service Commission. The complainant shall receive a written report of the findings of the investigation of the Commission staff. The Civil Service Commission shall expedite hearings on appeals filed in accordance with the Civil Service Commission Rules.

This procedure is not intended to preclude a hearing before the Human Rights Commission or any other Board or Commission having jurisdiction in the City and County of San Francisco, nor to preclude an individual's right to file the same or similar complaints with appropriate state or federal regulatory agencies, or to litigate for relief.

Civil Service Rule 1.03(f) Discrimination Complaints are available in City Hall, Room 153.

Prohibiting Sexual Harassment

The City and County of San Francisco has adopted a policy prohibiting sexual harassment. The policy is found in the Administrative Code section 16.9-25 and reads as follows:

PROHIBITING HARASSMENT OF CITY EMPLOYEES: Establishing a Complaint Procedure; Providing for disciplinary Action; Requiring Distribution of the Policy; Interpretation.

- (a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.
- (b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:
 - 1. Verbal harassment, e.g., epithets, derogatory comments or slurs;
 - 2. Physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
 - 3. Visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
 - 4. Requests for sexual favors or unwanted sexual advances;

When the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive work environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employees, or is an explicit or implicit term of condition of employment.

- (c) For the purpose of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment:
 - 1. Failing to take corrective action when the officials or supervisory employee know, or reasonably should know, that an employee in the line of supervision of the official or supervisory employee is being subjected to prohibited sexual harassment on the job by anyone; or
 - 2. Retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.
- (d) The discrimination complaint procedure established by the Civil Service Commission pursuant to section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final.
- e) Upon a finding that a city official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall be subject to disciplinary action up to and including dismissal in accordance with the applicable provision in the Charter.
- (f) Prevention is the best tool for the elimination of sexual harassment. All City commissions, departments, boards and agencies shall provide to each of their supervisory

employees a copy of this ordinance with a written explanation of the Civil Service Procedure for filing a complaint for violation thereof, with the requirement they instruct all employees under their supervision of the contents thereof, further express strong disapproval of sexual harassment and develop methods to improve awareness of all concerned.

- (g) This policy shall be construed in a manner consistent with the rights of free speech, association and privacy.
- (h) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance to any employee or applicant for employment, wherever appropriate.

The discrimination complaint procedure established by the Civil Service Commission described in section (c) and (f) is found in Civil Service Commission Rule 1, section 1.03.

Prohibiting the Use of Slurs

At its meeting on August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by city officials and employees:

"It is the policy of the City and County of San Francisco and each of its officials, employees and agents acting in their official capacity, to treat all persons equally and respectfully and to refrain from the willful or negligent use of slurs against any person on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation or disability. A slur, as used in this policy, is a word or combination of words that by its very utterance inflicts injury, offers little opportunity for response, appeals not to rational faculties, or is an unessential or gratuitous part of any exposition of fact or opinion. All persons are entitled by law to the right of equal treatment and respect. Slurs deprive members of the protected groups of this right by holding them up to public contempt, ridicule, shame and disgrace and causing them to be shunned, avoided or injured in their occupation. By promoting ill will and rancor, slurs diminish peace and order. The use of such slurs by City officials or employees will be considered by Commissions, Departments, Agencies, Boards, or Appointing Authorities as prima facie evidence of the lack of competence of said City officials and employees. Evidence of usage of such slurs shall be entered in job performance evaluations and shall be considered in evaluating the fitness of City employees."

This policy is the official policy of the City and County of San Francisco and will be rigorously enforced by every employee of this department.

Policy on Language Diversity

PURPOSE STATEMENT: The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS: The policy of the Civil Service Commission is in compliance with federal guidelines of the U. S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying, "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY: Supervisors and line employees have a shared responsibility for maintaining a work environment that is

comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignment, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION: The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applications for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or provisions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY: Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.

SEC. 16.9-24. PREPARATION AND IMPLEMENTATION OF OFFICE, BOARD AND DEPARTMENT AFFIRMATIVE ACTION PLANS IN COORDINATION WITH THE CIVIL SERVICE COMMISSION IN COMPLIANCE WITH RELEVANT FEDERAL, STATE AND LOCAL LAW AND GUIDELINES. Each board or commission, each elective officer in charge of an administrative office, the Controller, the Chief Administrative Officer, and each department head appointed by the Chief Administrative Officer shall be responsible for the preparation and implementation of an affirmative action plan in order to provide equal employment opportunities to all persons. Each such plan shall address all employment-related subjects the control of which is vested by the Charter in the board, commission, officer, or department. Such subjects shall include, but not be limited to, the following:

- (a) Policy statements;
- (b) Designation of affirmative action responsibilities within the office, board or department, and establishment of a mechanism to evaluate the specific plan adopted;
- (c) Analysis of workforce utilization in each job category by race or national origin, sex, age and salary;
- (d) Specific affirmative action steps to be undertaken within stated timetables to ensure nondiscriminatory personnel relations to each race or national origin group and each sex, as determined by the availability of qualified representatives thereof in the community; and
- (e) The method of dissemination of the affirmative action plan.

All such plans shall be prepared in consultation with the Civil Service Commission and the Human Rights Commission in order to provide technical assistance and recommendations on effective steps to achieve equal employment opportunity. Prior to adoption, the Civil Service Commission and the Human Rights Commission shall also approve each affirmative action plan in cooperation with the City Attorney to ensure that compliance is made with all relevant Federal, State and local equal opportunity laws or regulations. Should the Civil Service Commission or Human Rights Commission find any such plan not in compliance with the above, it shall immediately so report to the Mayor's Office and Board of Supervisors. In the event that the Civil Service Commission and Human Rights Commission disagree, the matter shall be submitted to the Mayor's Office for resolution. All such plans shall, upon adoption, be filed with the Civil Service Commission and the Human Rights Commission for public or other inspection.

In order to facilitate the development of information necessary to the formulation of such plans, the Controller is directed to make appropriate data processing facilities available and to process annual workforce utilization plans as required by this Section, the California Fair Employment Practices Commission, the Equal Employment Opportunity Commission, the Human Rights Commission or any other regulatory agency charged with reviews of nondiscrimination provisions of local, State or Federal law.

All such plans shall be periodically reviewed, amended and updated as appropriate on at least an annual basis. An annual report on the performance and progress of such plans shall be prepared and submitted to the Mayor and Board of Supervisors by the Civil Service Commission in cooperation with the Human Rights Commission by the first day of March of each year during the annual budget process. (Added by Ord. 455-79, App. 9/12/79)



SAN FRANCISCO AIRPORTS COMMISSION
AFFIRMATIVE ACTION PLAN

Louis A. Turpen
Director of Airports

James E. Ilnicki
Affirmative Action Co-ordinator

Fiscal Year
1992-93

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I. Introduction

San Francisco International Airport is owned by the City and County of San Francisco and is operated by an Airports Commission consisting of five members appointed by the Mayor of San Francisco. The Airports Commission has full authority, as set forth in the City Charter, to possess, manage, supervise, control, and operate the Airport and all other related properties. The Airports Commission has the authority to purchase, lease, or otherwise acquire lands, property, or related facilities, to fix, change, and adjust rates and charges relative to the furnishing of services, and to negotiate and execute leases of Airport lands, and space in Airport Buildings.

San Francisco International Airport is located within an unincorporated area of San Mateo County, between the Bayshore Freeway and San Francisco Bay. The Airport is approximately a 20 minute drive from downtown San Francisco.

Virtually a city unto itself, the Airport maintain 24-hour police and fire protection, and operates its own electrical and water distribution systems, as well as sewage treatment facilities.

The Airport has 80 aircraft gates, 48 of which can serve wide-body jets. The total amount of terminal space is 2.6 million square feet. The 6,700 space parking garage is connected by five pedestrian tunnels and two pedestrian bridges to the terminals. The Airport is the fifth busiest airport in the United States in terms of total passengers and is the third largest in terms of origin and destination. In calendar year 1991, 31,774,845 travelers passed through the Airport. This is a daily average of more than 87,054 passengers.

In calendar year 1991, there were 418,632 aircraft operations (landings and take-offs), or about one per minute. Fifty-five (55) airlines utilize our services, providing direct service to more than 85 cities in the United States. Of these 55 airlines, 33 provide service to over 35 international destinations.

The Airport is also a major cargo airport, currently ranked sixth in the U.S. in terms of air cargo tonnage. The Airport is developing plans to build new cargo facilities.

The Airport's total proposed operating budget in fiscal year 1992/93 is \$199 million. Twenty-seven percent (27%) of total revenues are collected from airline tenants, 57% from concession tenants and 16% from other sources. The Airport receives no taxpayer support from the City's General Fund. The Airport has an authorized staffing level of 1,074, with approximately 975 employed in budgeted positions and an additional number (approximately 45) in temporary salaried or as-needed positions.

The Airport is continually seeking to balance the diverse interests of its neighboring communities, Airport tenants, and the traveling public. The Airport has established twenty-nine noise monitoring stations and regularly meets with nine neighboring cities to review noise mitigation efforts.

From the earliest days of Mills Field in 1927, San Francisco International Airport has been keeping its facilities and services in pace with the rapid development of the airplane and public demands for even more air transportation services. Meeting these demands and responding to future development and needs of the nation's air transportation system will continue to be the goal of San Francisco International Airport.

The current organizational structure is shown on the chart which appears on the following page.

The Director of Airports, as the Chief Executive Officer, is responsible for administering the affairs of the Airports Commission. Administration sections include the Director's Office, Temporary Exhibition Program, Legal Services, Community Affairs, and Secretary to the Airports Commission.

The Business and Finance Division is responsible for providing financial and administrative support. This Division is comprised of six sections: Accounting, Data Processing, Budget and Financial Planning, Property Management, Personnel, and Special Projects.

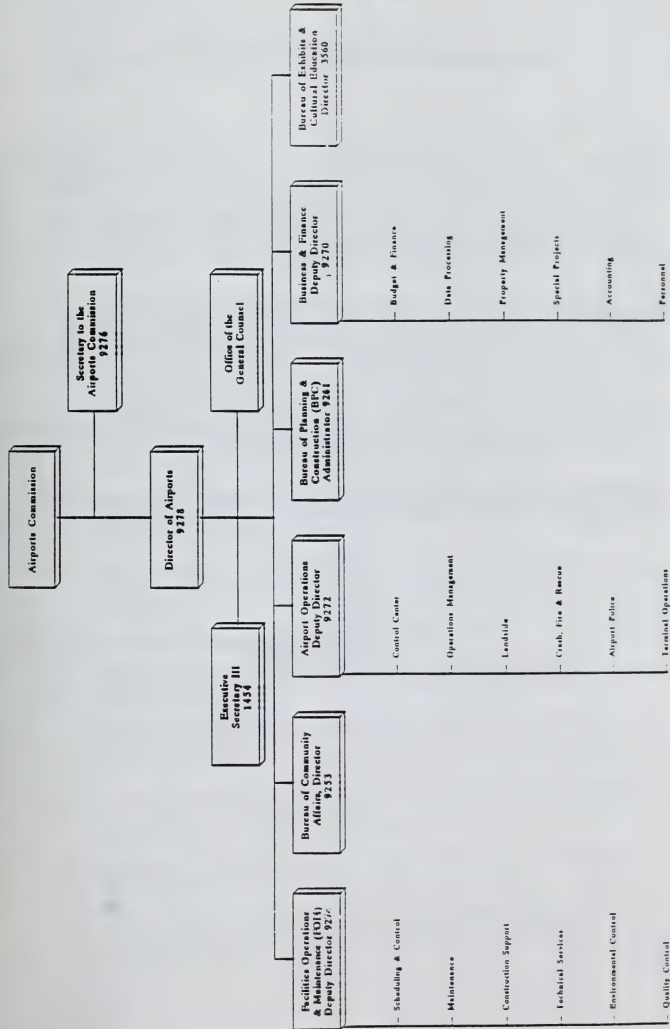
The Operations Division is responsible for the operation and coordination of all Airport security and public safety services for the terminal, groundside and airfield areas. This division includes Airport Police, Crash/Fire/Rescue, Operations Control, Operations Management, Airfield, Landside, Noise Monitoring, and License & Permit Bureau.

The Bureau of Planning and Construction administers new construction projects.

Facilities Operations and Maintenance administers the design and construction of all facilities maintenance projects and capital projects. The division also maintains Airport terminal facilities, equipment, vehicles, and utility systems. Sections included are Technical Services, Maintenance, Utilities, Scheduling and Control, Environmental Control, Construction Support, and Quality Control.

San Francisco International Airport

Departmental Summary



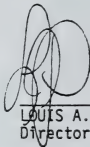
II. Equal Employment Opportunity and Affirmative Action Policy

It is the policy of the Airports Commission to provide Equal Employment Opportunity without regard to race, religion, color, sex, age, national origin, ethnicity, physical handicap, political affiliation, sexual orientation, marital status, medical condition (cancer-related) or the conditions Acquired Immune Deficiency Syndrome (AIDS) and AIDS related conditions (ARC). Affirmative Action will be taken to ensure the implementation and enforcement of this policy.

This policy encompasses all phases of employment, including recruitment, selection, assignment, promotion, transfer, layoff, and selection for training. Similarly, all salaries, wages, other compensations, and all other benefits and privileges of employment will be administered in conformity with this policy.

It is the objective of the Airports Commission to hire individuals on the basis of merit and fitness, and to comply with the requirements and objectives of equal employment opportunity as set forth in applicable federal, state, and city laws and regulations.

All members of management are accountable and have full authority for the implementation and enforcement of the principle of equal employment opportunity.



LOUIS A. TURPEN
Director of Airports

III. Designation of Responsibility

The following is a description of the specific duties and responsibilities of various personnel at the Airport in the implementation of the Airport's Affirmative Action Plan:

A) The Director of Airports shall:

1. Provide for the overall administration of the Affirmative Action Program.
2. Designate an Affirmative Action Coordinator who shall have direct access to the Director on affirmative action and equal employment opportunity matters.
3. Establish annual employment goals and timetables for the department consistent with the City and County's Affirmative Action Plan.
4. Disseminate Airport directives to managers on the department's commitment to implement affirmative action.
5. Include as a factor in evaluating the performance of managers and supervisors their commitment, progress, and success in implementing affirmative action.
6. Ensure the policy decisions of the Airport are consistent with the City & County of San Francisco Affirmative Action policy and programs.

B) The Airport's Affirmative Action Coordinator shall:

1. Report to the Director of Airports on the progress of implementation of the Airport's Affirmative Action Plan.
2. Oversee the development and implementation of a written Affirmative Action Program, including periodic updates and internal and external dissemination and communication procedures.
3. Assist Line Management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing recruitment strategies.
4. Implement and monitor internal audit and reporting systems to measure program effectiveness.
5. Report periodically to the Civil Service Commission and the Human Rights Commission regarding the Airports Commission's Affirmative Action Plan.

6. Serve as a liaison between departmental staff, the Mayor's Office, the Civil Service Commission, the Human Rights Commission, and Minority and Women's Organizations.
7. Disseminate the procedures for the processing of discrimination complaints to all employees. Notify the Civil Service Commission's EEO Unit of discrimination complaints filed with federal, EEOC, the State's DFEH, or via departmental complaint procedure.

C) Airport managers and supervisors shall:

1. Work in conjunction with the Affirmative Action Coordinator or his designee in meeting the Airport's affirmative action employment goals for specific achievement of the Airport's overall goals for employment, taking into account the utilization analysis, and the estimated availability of underrepresented groups in the Airport's labor market.
2. Work in conjunction with the Affirmative Action Coordinator or his designee to recruit members of underrepresented groups for job openings in their sections.
3. Report openings, pending transfers, promotions, layoffs, demotions, etc. to the Affirmative Action Coordinator who will review and make recommendations in light of the Airport's Affirmative Action Plan and employment goals.

D) Airport employees shall:

1. Be committed to supporting a work climate which is free from discrimination and is conducive to achieving the Airport's Affirmative Action Program goals.

IV. Review of Current Programs

The Airport has made strong efforts to recruit and hire targeted minorities and women into its workforce. These efforts are highlighted below:

Females

It has been difficult to recruit women engineers into City employment. To address this, as well as other AA recruitment issues in this field, the Airport participated in and partially funded the development of a recruitment video for presentation at college job fairs around the state. As a result, recent entry level engineering lists showed significant improvement in representation of targeted groups. An Airport initiated program designed to recruit, among others, female engineers was an Engineering Intern program. This program has been successful in qualifying two female engineering interns who were subsequently able to participate in the recent engineering examinations administered this year. The Airport currently has four female interns on staff, all of whom should eventually be ready to participate in an examination.

The Airport has made progress in recruiting and hiring women in other traditionally male occupations. Approximately one-third of our Airfield Safety Officers are female, an all time high. The Airport Decentralized Unit administered an examination for a new classification, 9209 Airport Police Services Aide, which, with the assistance of the City's EEO unit, resulted in a successful female recruitment effort. So far, 15 out of 41 hires in this new class are females. Over the past few years, 50% of all custodians hired have been females. Since 1990, the first female Airport Police Lieutenant was appointed, two new female Airport Police Sergeants were appointed, and three lateral entry female Airport Police Officers were hired. The Airport plans targeted recruitment for females in the upcoming entry level Airport Police Officer examination, scheduled to be given in 1993.

Supervisors continue to be encouraged to hire females in the crafts whenever females are reachable on Civil Service lists. There are currently four female Gardeners, two female General Laborers, one female General Laborer Supervisor I, and one female Apprentice Stationary Engineer.

In other areas of non-traditional female employment, the Airport employs the following females: six Security Guards, two Architects, and four engineering support persons.

African Americans

The Airport has focused on the recruitment of black professionals. As a result, three black professionals have been hired in the Business and Finance Division, and one black Airport Police Lieutenant has been hired.

A special effort was also made to reach out to low income black females for temporary (6 months) positions as Traffic Control Officers. The strategy was to provide valuable job training and experience, which the employee could then utilize in pursuing other related avenues of employment in the future. The Airport was successful in placing three black females in these positions.

Asians

Asians have continued to be the fastest growing group of hirees, reflecting the ethnic changes occurring in the Bay Area. Three Asian professionals were appointed in the Finance Section. One Asian professional was hired in the Operations Division as an Airport Operations Superintendent. Additionally, two Asian Airport Police Sergeants were appointed this year, representing the first Asian appointments to that rank.

A bilingual passenger assistance program, consisting of 100% Asians, 40% female, has been continued during the summer and Christmas season. A smaller version of the program will be tried year round.

Hispanics

Over the past two years, the first hispanic Airport Police Lieutenant was appointed, and a hispanic Sergeant was also appointed. Hispanics were targeted for focused recruitment for our large Custodian Section in order to reflect the considerable labor market availability in that occupational category. The Airport has also experienced success in recruiting hispanics into the protective services category.

In conclusion, the Airport has conducted generally successful targeted recruitment for examinations and has succeeded in hiring females and minorities. At the same time, the Airport recognizes the need to continue its efforts, as discussed elsewhere in the plan.

	WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AMER IND	MALES	FEMALES	MIN EMPLOYEES
A ADMINISTRATORS	17	2	0	1	1	0	18	3	4
*B PROFESSIONALS	51	11	7	36	19	0	97	27	73
C TECHNICIANS	28	3	13	13	7	0	54	10	36
D PROTECTIVE SERVICES	135	39	23	28	23	0	193	56	113
E PARAPROFESSIONALS	7	2	1	14	0	0	12	12	17
F OFFICE & CLERICAL	65	14	12	13	19	0	27	97	58
G SKILLED CRAFT	98	5	16	6	12	0	135	2	39
H SERVICE, MAINT	47	38	32	128	28	2	178	98	228
	448	114	104	239	109	2	714	305	568

	WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AMER IND	MALES	FEMALES	MIN EMPLOYEES
A ADMINISTRATORS	80.95%	9.52%	0.00%	4.76%	4.76%	0.00%	85.71%	14.29%	19.05%
*B PROFESSIONALS	41.13%	8.87%	5.65%	29.03%	15.32%	0.00%	78.23%	21.77%	58.87%
C TECHNICIANS	43.75%	4.69%	20.31%	20.31%	10.94%	0.00%	84.38%	15.63%	56.25%
D PROTECTIVE SERVICES	54.22%	15.66%	9.24%	11.24%	9.24%	0.00%	77.51%	22.49%	45.38%
E PARAPROFESSIONALS	29.17%	8.33%	4.17%	58.33%	0.00%	0.00%	50.00%	50.00%	70.83%
F OFFICE & CLERICAL	52.42%	11.23%	9.68%	10.48%	15.32%	0.00%	21.77%	78.23%	46.77%
G SKILLED CRAFT	71.53%	3.65%	11.68%	4.38%	8.76%	0.00%	98.54%	1.46%	28.47%
H SERVICE, MAINT	17.03%	13.77%	11.59%	46.38%	10.14%	0.72%	64.49%	35.51%	82.61%
	43.96%	11.19%	10.21%	23.45%	10.70%	0.20%	70.07%	29.93%	55.74%

*SEE ATTACHED

BREAKDOWN OF PROFESSIONAL CATEGORY

B PROFESSIONALS	WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AM INDIAN	MALES	FEMALES	MINORITY EMPLOYEES	TOTAL EMPLOYEES
Engineers	12	0	0	15	5	0	32	0	20	32
Architects	2	0	1	2	2	0	5	2	5	7
Other Professionals	37	11	6	19	12	0	60	25	48	85
TOTAL	51	11	7	36	19	0	97	27	73	124

B PROFESSIONALS	WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AM INDIAN	MALES	FEMALES	MINORITY EMPLOYEES	PERCENT OF TOTAL EMPLOYEES
Engineers	37.50%	0.00%	0.00%	46.88%	15.63%	0.00%	100.00%	0.00%	62.50%	3.14%
Architects	28.57%	0.00%	14.29%	28.57%	28.57%	0.00%	71.43%	28.57%	71.43%	0.69%
Other Professionals	43.53%	12.94%	7.06%	22.35%	14.12%	0.00%	70.59%	29.41%	56.47%	8.34%
OVERALL	41.13%	8.87%	5.65%	29.03%	15.32%	0.00%	78.23%	21.77%	58.87%	12.17%

TABLE II

UTILIZATION WORKSHEET: COMPARISON OF DEPARTMENTAL WORKFORCE: Composite San Francisco/San Mateo Workforce

Labor Force Availability		65.15	7.79	11.4	10.4	4.56	.36	55.45	44.5
OCCUPATIONAL GROUP		WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AMER IND	MALE	FEMALE
Officials & Administrators	Utilization								
	Percent Availability	78.15	4.30	5.81	7.25	3.35	0.35	65.5	34.5
	Utilization	+ 2.80	+5.22	- 5.81	- 2.49	+ 1.41	-0.35	+20.21	-20.21
Professionals	Utilization								
	Percent Availability	78.7	4.37	5.05	7.61	3.65	0.31	56.05	43.95
	Utilization	+37.57	+4.50	+ 0.60	+21.42	+11.65	-0.31	+22.18	-22.18
Technicians	Utilization								
	Percent Availability	70.1	9.5	6.2	10.22	3.4	1.11	58.5	41.5
	Utilization	-26.35	-4.81	+14.11	+10.31	+ 7.54	- 1.11	+25.85	-25.85
Protective Service	Utilization								
	Percent Availability	64.84	11.33	5.14	7.16	3.27	0.485	85.85	14.15
	Utilization	-10.62	+4.33	+ 4.10	+ 4.08	+ 5.97	- 0.485	- 8.34	+ 8.34
Paraprofessionals	Utilization								
	Percent Availability	71.3	6.86	10.45	7.64	3.42	0.17	25.2	74.8
	Utilization	-42.13	+1.47	- 6.28	+50.69	- 3.42	- 0.17	+24.80	-24.80
Office and Clerical	Utilization								
	Percent Availability	62.6	8.38	11.28	11.75	5.29	0.36	27.8	72.2
	Utilization	-10.18	+2.91	- 1.60	- 1.27	+10.03	- 0.36	- 6.03	+ 6.03
Skilled Craft Workers	Utilization								
	Percent Availability	65.0	7.28	13.74	9.38	3.91	0.43	89.1	10.9
	Utilization	+ 6.53	-3.63	- 2.06	- 5.00	+ 4.85	- 0.43	+ 9.44	- 9.44
Service and Maintenance	Utilization								
	Percent Availability	55.6	12.44	17.85	5.99	4.13	0.59	77.4	22.6
	Utilization	-38.57	+1.33	- 6.26	+40.39	+ 6.01	+ 0.13	-12.91	+12.91

V. Utilization Analysis

Table I contains the most current utilization count at San Francisco International Airport. The chart shows total number of employees by sex and ethnicity, and numbers of employees within occupational groupings, also by sex and ethnicity. These numbers are then displayed as percentages.

Table II contains the composite general labor force availability for San Francisco and San Mateo counties, the composite labor force availability broken down by specific occupational categories, and the difference between the available labor force and the Airport's utilization.

Analysis of the Airport's workforce by occupational group shows that "blue collar" positions dominate: 27% of the workforce are engaged in Service and Maintenance work, 24% in Protective Services, 13% in Skilled Craft, and 12% in Office and Clerical. These categories comprise 77% of all Airport employments. Thus, any meaningful change in overall representation of minority groups or females at the Airport must come from a "blue collar" labor pool.

The data in Table II shows deficiencies for females, and protected minority groups of at least 1 employee in the following categories:

Officials and Administrators

Hispanic (1 Employee)

Female (4 Employees)

Professionals

Female (27 Employees)

Technicians

Female (16 Employees)

Black (3 Employees)

Protective Services

American Indian (1 Employee)

Paraprofessionals

Female (24.8) (5 Employees)

Hispanic (6.28) (1 Employee)

Office and Clerical

Hispanic (2 Employees)

Asian (1 Employee)

Skilled Craft Workers

Female (9.44) (12 Employees)

Asian (5.00) (6 Employees)

Black (4 Employees)

Hispanic (2 Employees)

Service and Maintenance

Hispanic (17 Employees)

Based upon this updated information, it is apparent that there continues to be an underutilization of females in many categories, even when compared to labor market availability for specific occupational categories. To a smaller degree, males are underutilized in the Protective Services, Office and Clerical, and Service and Maintenance areas.

Hispanics and Asians are the only ethnic groups with significant underrepresentation (greater than 5 percentage points), showing deficiency in the categories of Officials and Administrators, Paraprofessionals, and Service/Maintenance for Hispanics, and Skilled Craft Workers for Asians.

VI. Narrative Discussion

Use of San Francisco General Labor Market Statistics:

In February 1983, the Civil Service Commission adopted the 1980 U.S. Census labor market data for the San Francisco area as the labor force availability information to be used in determining the City & County of San Francisco's Affirmative Action goals. In setting these goals, the Commission sought to establish a strong affirmative action policy exclusive to the City & County's jurisdiction and, therefore, used only specific San Francisco general labor market data for all the eight EEO occupational categories.

Because of San Francisco Airport's unique physical location, it would be misleading to use the demographics of San Francisco residents exclusively when critiquing affirmative action efforts here. Of the Airports' current employees, approximately 44% are San Francisco residents, and our best estimate is that in excess of 30% are residents of San Mateo County, with that number possibly being as high as 45%. The Airport community (private and public employment) is San Mateo County's largest employer.

It is also inappropriate to compare any "general" labor force availability to specific occupational groupings of Airport classifications if better information concerning the true availability of ethnic and gender groups within occupational categories can be obtained or derived. To this end, the Airport has prepared a survey of the comparable occupations, as shown in the California State Employment Development Department's Labor Market Information for Affirmative Action Program report. This data was broken down into the equivalent eight EEO categories. This report (Table II) represents composite information for each occupational category in the combined San Francisco and San Mateo metropolitan area, which more accurately reflects the Airport's true labor force availability. Unfortunately, these statistics are also only available based on the 1980 Census at this time.

As an example of the issues described above, there would appear to be a 24% underrepresentation of females in the Protective Services group by comparing the Airport's female utilization rate in that category (21.21%) with the total percentage of females in the San Francisco labor market (45.2%). It is clear that women do not comprise 45.2% of the available work force for protective services. Therefore, such a comparison is neither meaningful nor reasonable. Our data indicates that the combined San Francisco-San Mateo labor force availability of females in the protective services category is 11.33%, with which our utilization rate compares favorably.

Another example of the problems caused by using San Francisco general labor force statistics is in the occupational group Service and Maintenance. The Airport's 35.51% female utilization rate compares unfavorably to the San Francisco general labor force availability of 45.2% female. However, when compared to the more realistic combined county figure for the specific occupational category of 22.6%, the Airport has exceeded parity by a considerable margin.

It is important to also consider that, since SFO is a major international airport, its labor market spans the entire country. Many airport positions require aviation/airport experience which necessitates recruitment on a nation-wide basis.

Civil Service Lists:

Most of the Civil Service Commission lists are composed of San Francisco residents recruited from the San Francisco area. Since eligibles are not recruited from the closest Airport labor market areas, it is often difficult to both hire and retain employees, including women and minority employees. Many eligibles turn down Airport employment in favor of working at locations within San Francisco.

As with any City department, the Airport is required to utilize CSC lists when they exist. Except for the few exams given by the Airport's decentralized Exam Unit, the Airport has no control over the recruitment and resultant sex and ethnic representation of the eligibles on these lists. Moreover, with many City Departments competing for the same eligibles, every gain by one department becomes a lost opportunity for others.

VII. Goals and Timetables

The long range goal of this Affirmative Action Program is to employ a workforce at San Francisco International Airport which is reflective of the available labor market for each occupational category.

The immediate affirmative action goals for fiscal year 1992-93 have been formulated to direct progress toward the fulfillment of the long range goal and are based upon realistic projections of turnover and the ability of the Airport to recruit and select members of underrepresented groups given the "limitations" of a Civil Service system. The goals listed are guides to achieving labor market representation in the workforce. They are not quotas or hiring restrictions. Instead, they are target figures for hiring, promotions, or other relevant employment purposes. They are good faith quantitative objectives to be met within an identified timetable.

The ability of the Airport to attain the stated goals will be dependent upon many factors. Among these are the realization of the projected turnover, stability within the existing minority workforce, availability of under represented groups for hiring from civil service eligible lists, and the ability of the Airport to successfully compete for minority workers in occupational categories for which the available labor market is very small as compared to the total gross labor market availability.

It should be noted that the Airport's labor force, as of June 30, 1991 count, was overrepresented for whites in only the job categories of Professionals, Officials/Administrators (slightly), and Skilled Craft. Total minority representation on April 7, 1992, was 55.74%. Clearly, certain minority groups are overrepresented for different job categories. Realization of the long range goal anticipates future adjustments between minority groups.

The timetable for immediate goals is June 30, 1993.

Goals for 1992-93

<u>Job Category</u>	<u>Projected Vacancies</u>	<u>Goals</u>
A. Officials/Administrators	2	1 Female
B. Professionals	10	3 Females
C. Technicians	5	2 Females
E. Paraprofessionals	2	1 Female
G. Skilled Crafts	10	1 Black 1 Hispanic 1 Asian
H. Service/Maintenance	10	2 Females 1 Hispanic 4 Males

VIII. Affirmative Action Programs

The Airport Personnel Office will coordinate the implementation of affirmative action programs described below. The purpose of these activities is to achieve the affirmative action goals of SFIA, to overcome identified problems, and to maintain a work environment that is free of discrimination for all employees.

Outreach and Targeted Recruitment

1. Recruitment plans will be prepared for most classifications in which there is minority or gender underutilization. Special emphasis will be given to the achievement of the Airport's affirmative action goals. Each recruitment plan will include a review of current composition for the classification; an evaluation of available qualified candidates; identification of recruitment resources, goals, and assignments; and a timetable for completion of activities.
2. Airport Examination Unit staff will participate in "career days" and job fairs sponsored by local colleges, universities, or community organizations.
3. Airport Examination Unit staff will maintain community contact by notifying targeted organizations, schools, and media contacts that provide employment information services to minorities and women.

Examinations

1. The Airport Examination Unit will conduct job analyses for targeted examinations. Minimum requirements and examination formats will be job related, based upon results of job analyses.
2. Examination analysts will review applicant flow data at each stage of each examination for possible adverse impact. Corrective actions will be taken if appropriate.
3. Members of oral interview panels will be apprised of the Civil Service Commission's Rule on affirmative action as part of their orientation before conducting oral examinations.
4. Examination staff will continue to attempt to include women and minorities on oral interview panels.
5. Examination staff will implement any accommodations required by the American with Disabilities Act.
6. When testing for classifications in which oral communications skills are not important, greater emphasis will be placed on performance testing rather than interviews.
7. Civil Service examinations will continue to include test items on affirmative action knowledge for supervisory and management level classifications.

Selection

1. Department managers and supervisors will be encouraged to utilize the Rule of Three scores, or other selection options, if available, to achieve affirmative action goals when making appointments from Civil Service eligible lists when candidates' qualifications for the position to be filled are substantially the same.
2. In the absence of eligible lists, the Civil Service EEO Unit will be sent job announcements for use in recruitment and referrals.
3. When making non-civil service appointments, management will consider affirmative action as a factor when candidates' qualifications are substantially the same.

EEO and Affirmative Action Training

Programs for supervisors and managers will be designed to enhance their skills in maintaining discrimination-free work environments, general EEO/AA knowledge, and in implementing affirmative action programs in their departments.

1. A Supervisor's Problem Solving Guide will be completed this year which will include segments on promoting affirmative action in hiring, preventing discrimination and sexual harassment and handling complaints properly, and general Airport policy guidelines.
2. Training video vignettes have been developed in order to present supervisors with real problems on the job, analyze problem situations, confront discrimination, and develop awareness of situational attitudes, prejudice in the workplace, and cultural diversity.
3. Training in sexual harassment awareness/prevention will continue for new managers, supervisors, and employees. Re-training for current employees will also be provided.

Affirmative Action Plans

1. The Airport's Affirmative Action Officer will disseminate information on the department's plan, oversee its implementation, and evaluate its progress.
2. The Airport's Affirmative Action Officer will annually disseminate the department's equal employment opportunity policy statement, and policies prohibiting racial slurs and sexual harassment, and ensure that new employees are informed of them. The affirmative action plan of the department will be available in the Airport Personnel Office for employee review.
3. The Airport's Affirmative Action Officer will collect, maintain, and report EEO information and data on all employees of the department.
4. Managers and supervisors will be responsible for implementing the department's plan and for maintaining discrimination-free work environments. They will be evaluated on performance in this area.

Employee Training Programs

1. The Training Officer will continue to promote the Civil Service Commission Employee Training Reimbursement Program and the Airport's Tuition Reimbursement Program. These programs provide for reimbursement of tuition to an employee who completes coursework to improve skills either for the employee's current position or for promotive opportunities. In past years, approximately 50% of these funds utilized by Airport employees have been by female or minority employees.
2. The Training Officer will encourage employees to participate in the Airport Training and Development program, especially such classes as personal empowerment, career development, and oral communication skills. This is done to enhance their test-taking skills and prepare them for future advancement.
3. The Engineering Trainee Program will continue in order to attract students to future employment at the Airport. Targeted recruitment will continue for underrepresented groups in the engineering field for this program.
4. The Summer Work Program will continue. This program focuses on attracting college students to public service work. Students have been chosen with affirmative action in mind and work in a variety of programs. It is hoped that these students will seek employment at the Airport in future years. Approximately 50% of the group are female and 80% are from minority groups.
5. The Airport also sponsors Clerical and Stenography Training Programs, from time to time a Health Intern, and we participate in the Adopt-a-School Program.

Programs to Employ the Disabled

1. The Airport will review on a case-by-case basis the status of any applicant who is disabled, or any employee who becomes permanently disabled, to determine if reasonable accommodation is possible. If not, the employee will be counseled and assisted concerning the Disability Transfer Program.
2. Any employee who becomes temporarily disabled for work related reasons will be considered for temporary modified duty work.

Affirmative Action Program Evaluation

The Airport Affirmative Action Coordinator will be responsible for monitoring and evaluating the implementation of the Airport's Affirmative Action Program, and reporting on progress to Director of Airports.

IX. Audit and Reporting System

Monitoring the implementation of any program is a critical step in evaluating its overall effectiveness, and in determining what revisions, if any, are warranted. Towards this end, the Airport will establish an internal audit and reporting system which will provide a vehicle by which each aspect of the Affirmative Action Plan can be monitored and evaluated. This audit and reporting system shall include the following:

1. The maintenance of updated data on all employees of the Airport by race, sex, classification, and status. This information will be submitted to the Director of Airports and Airport senior management staff annually.
2. The maintenance of data by sex and race of all Civil Service appointments, separations, transfers, upgrades, disciplinary actions, and discrimination complaints.
3. The development of a system to monitor progress on the implementation of all Affirmative Action activities broken down by occupational group, status, race/ethnicity, and gender as they relate to the following: recruitment, examinations, and relevant employment decisions.
4. The periodic reports on the progress of plan implementation to the Mayor's Office, the Civil Service Commission, the Human Rights Commission, and other appropriate bodies.
5. The quarterly review by the Affirmative Action Coordinator of discrimination complaints in relationship to ethnic/sex breakdown of occupational groups to determine if any disparate treatment trends are occurring. Patterns of complaints will be called to the attention of the Airport section manager.
- 6) Applicant Flow Data will be reviewed for every Airport Civil Service examination, initially by the Decentralized Examination Supervisor and, then, by the Affirmative Action Coordinator. If problems are identified, the Affirmative Action Coordinator will make recommendations for recruitment before submission of data to the Civil Service Examinations Division.

X. Dissemination of the Affirmative Action Plan

In an effort to insure that all managers and supervisors are aware of the Airport's policy on Affirmative Action, an annual policy update will be drafted and signed by the Director of Airports, and circulated to all managers and supervisors, outlining their responsibilities in implementing the Affirmative Action Plan. The following steps will also be taken to insure that every employee has the opportunity to familiarize him/herself with the plan and its impact on employment decisions at the Airport.

1. Orientation meetings and training events provided to Airport management and supervisory staff emphasizing their responsibilities and commitment to the achievement of the Airport's Affirmative Action goals.
2. The Airport's Affirmative Action Policy statements and updates will be posted on the bulletin boards.
3. The Airport's Affirmative Action Policy Statement will be included in employee handbooks and orientation materials.
4. The Affirmative Action Coordinator will report to the Senior Staff, on a periodic basis, the achievements of the annual goals of the Airport's Affirmative Action Plan.

In addition to the above, the Airport will make copies of the Plan available to employees for review, by maintaining copies of it at the Airport Personnel Office, International Terminal, Room 310, and at other Airports Commission Offices.

XI. Appendices

<u>Item</u>	<u>Page</u>
1. Excerpt from SFIA Employee Handbook containing Airport Policy concerning Discrimination	A
2. Excerpt from SFIA Employee Handbook concerning Airport Policy on Sexual Harassment	B
3. Excerpt from SFIA Employee Handbook concerning Airport Policy on Slurs	B
4. Executive Directive 83-27 Airport Discrimination Complaint Process	C1-C3
5. Memorandum dated June 7, 1983 from Louis A. Turpen to all Airport Management and Supervisory Staff; Subject: Policy on Sexual Harassment, with attachments.	D1-D2
6. Executive Directive 86-11 Standard of Conduct	E
7. Airports Commission Resolution No. 88-0134: Policy Statement Prohibiting Discrimination In Employment on the basis of (AIDS, ARC or HIV)	F
8. Executive Directive 88-06 Guidelines For Implementation of AIDS Policy	G1-G2

The Airports Commission, as a Department within the Civil Service System, has detailed grievance procedures which must be followed. For purposes of this manual, it is important for all employees to know that any dispute an employee perceives in regard to working conditions and/or personnel practices should always and first be brought to the attention of the immediate supervisor.

This is prescribed in order to reflect the intent of the grievance procedure: to resolve the dispute informally at the lowest possible level and thereby restore good employee-employer relations. If the dispute cannot be resolved at this level, it is the employee's right to take this grievance up the chain of command. Instructions on how to utilize the grievance procedure can be obtained from the Personnel Office.

Discrimination

- Discrimination is forbidden by Airport policy and by law. Allegations of discrimination may be made on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color or medical condition (cancer-related) or the conditions Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Conditions (ARC). An employee who feels they have been a victim of discrimination must file a written complaint alleging that he or she has been discriminated against as a result of an employment decision (i.e. selection, promotion, transfer, special assignment) made by the Airports Commission or the City and County of San Francisco. Executive Directive 83-27 in Appendix F outlines the Airport's In-House Discrimination Procedure which can be followed by employees alleging discrimination.

If you feel that you have a case of discrimination, you may also directly contact 1) the Airport Personnel Office and ask for the Director of Personnel; 2) the Office of the General Manager, Personnel, of the Civil Service Commission; 3) the Fair Employment and Housing Commission; or 4) the U.S. EEOC Commission.

Sexual Harassment

- Sexual harassment is a type of discrimination. It may take the form of verbal language, graphic displays at the worksite, physical approaches, or even hazing of an employee. For a complete understanding of what constitutes sexual harassment, the City's & Airport's official policy is included in Appendix G for your review.

The Airport will not tolerate sexual harassment in any form. Incidents of possible sexual harassment should be reported by any employee to his/her immediate supervisor. It is incumbent upon the supervisor to report this directly to his or her supervisor/manager and for the manager to report this incident to the Director of Personnel. It is important to note that an employee who is responsible for sexual harassment can be held personally, financially liable.

Policy Regarding Slurs By All Employees

- A slur is a word or combination of words that inflicts injury on a person on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation or disability. The Civil Service Commission has adopted a policy on the use of slurs and the Airport vigorously supports this policy. For your information and review, this policy is included in Appendix H as Standard of Conduct or Executive Directive 86-11.

Employee Records

- A personnel file is kept for each current and former employee by the Airport Personnel Department. This personnel file is the only official record for each employee in terms of documents that may be used for discipline. As an employee, you have the right to review any or all contents in your personnel file during regular working hours.

Transfers

An employee may transfer from one department to another department within the Civil Service system. A transfer occurs only when:

1. The employee is in a permanent position.
2. The transfer is within the same classification.

The employee must only obtain authorization from the

EXECUTIVE DIRECTIVE

83-27 Airport Discrimination Complaint Process

It is the Airports desire to handle employee concerns effectively, fairly and internally and to build a favorable work environment in which employees feel free to bring their concerns to management.

Under Federal, State and City law, it is illegal to discriminate against any employee on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status or color. If any employee believes that he/she has been discriminated against on one of these basis, the employee may attempt to resolve the matter through the following in-house procedure:

1. The employee should talk to his/her immediate supervisor about the alleged charge of discrimination. The employee should be as specific as possible about what actions were taken, when the actions took place, who took such actions, how the employee was affected and why the employee believes that the actions were discriminatory. If possible, the employee should present any proof which relates to the allegations. If the allegations are against the employee's immediate supervisor, the employee should talk directly to the supervisor's supervisor.

2. If the matter cannot be resolved after talking to the appropriate supervisor, the employee should contact the Airport's Affirmative Action Officer, who is the Personnel Director. The Affirmative Action Officer or designee will investigate the complaint with both the complainant and the parties named. The Airport's Affirmative Action Officer will make a finding, including any recommendations for change, if appropriate. Such contact must be initiated within 30 calendar days of the date of the alleged action or within 30 calendar days of the date the complainant should have been aware of the alleged violation.

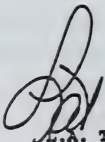
3. Within 5 business days of the finding of the Affirmative Action Officer, either party may request review by the Airport Director. The Airport Director will review the findings of the Affirmative Action Officer and any additional evidence submitted by either the employee or any party named and will make a decision accordingly.

This procedure is not a substitute for the Civil Service Commission Discrimination Complaint process. Any employee who believes that he/she has been discriminated against also has the right to file a complaint with the Civil Service Commission within 30 calendar days of the alleged action or within 30 calendar days of the date the complainant should have been aware of the alleged violation.

However, as many allegations of discrimination are caused by lack of communication between employee and supervisor or misunderstanding of administrative practices, use of this in-house procedure may be the more direct and immediate way to resolve this particular type of personnel problem, should such a problem exist.

The Affirmative Action Officer and staff are available to assist employees and supervisors regarding the policies rules, and procedures relating to the City and the Airport. Please contact them at the Personnel Department at 6-2187 at any time that advice, clarification, or assistance is necessary.

Issue Date: December 7, 1983
Effective Date: December 14, 1983

A stylized, handwritten signature in black ink, appearing to be 'L.A. Turpen'.

L.A. Turpen


AIRPORTS COMMISSION
SAN FRANCISCO INTERNATIONAL AIRPORT
CITY AND COUNTY OF SAN FRANCISCO

TO: All Airport Management and Supervisory Staff.
FROM: Louis A. Turpen, Director of Airports.
SUBJECT: Policy on Sexual Harassment.

DATE: January 7, 1983

The Board of Supervisors amended the Administrative Code to establish an official policy on sexual harassment. Attached is a copy of that ordinance in its entirety. This ordinance is the official policy for the Airport. The discrimination complaint procedure established by the Civil Service Commission described in Sections (c) and (f) is found in Civil Service Commission Rule 1, Section 1.03 (f), copy attached. Employees with allegations of sexual harassment should be informed of their right to file a complaint with the Civil Service Commission, 151 City Hall, but should be encouraged to first direct complaints to the Airports Personnel Department to attempt an informal resolution of the problem.

Managers are advised to read the Ordinance thoroughly for an understanding of what constitutes sexual harassment. The Airports Personnel Department should be consulted about further interpretation of the sexual harassment ordinance or any specific problems which may arise.


Louis A. Turpen

MEMO

Section 16.9-25 Prohibiting Sexual Harassment of City Employees; Establishing a Complaint Procedure; Providing for Disciplinary Action; Requiring Distribution of the Policy; Interpretation.

(a) Sexual harassment of a City employee or applicant or employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances;

when the foregoing behavior unreasonably interfere with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purposes of this section the following behavior by City officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the official or supervisory employees is being subject to prohibited sexual harassment on the job.
- (2) retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.

(d) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final.

(e) Upon a finding that a City official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall be subject to disciplinary action up to and including dismissal in accordance with applicable provisions in the Charter.

(f) Prevention is the best tool for the elimination of sexual harassment. All City commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof, with the requirement they instruct all employees under their supervision of the contents thereof, further express strong disapproval of sexual harassment and develop methods to improve awareness of all concerned.

EXECUTIVE DIRECTIVE

86 -11

Standard Of Conduct

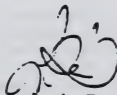
All employees are to be reminded of the following policy of the City and County of San Francisco:

It is the policy of the City and County of San Francisco, and each of its officials, employees and agents acting in their official capacity, to treat all persons equally and respectfully, and to refrain from the willful or negligent use of slurs against any person on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation or disability. A slur, as used in this policy, is a word or combination of words that by its very utterance inflicts injury, offers little opportunity for response, appeals not to rational faculties, or is an unessential or gratuitous part of any exposition of fact or opinion. All persons are entitled by law to the right of equal treatment and respect. Slurs deprive members of the protected groups of this right by holding them up to public contempt, ridicule, shame, and disgrace and causing them to be shunned, avoided or injured in their occupation. By promoting ill will and rancor, slurs diminish peace and order.

The use of such slurs by city officials or employees will be considered by Commissions, Departments, Agencies, Boards, or Appointing authorities as prima facie evidence of the lack of competence of said city officials and employees. Evidence of usage of such slurs shall be entered in job performance evaluations and shall be considered in evaluating the fitness of city employees.

Issue Date: December 12, 1986

Effective Date: December 19, 1986



L. A. Turpen
Director of Airports

0797k

AIRPORTS COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

RESOLUTION NO. 88-0134

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

WHEREAS, The Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all areas of life, including that of the employment setting; now, therefore, be it

RESOLVED, That it is the policy of the Airports Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the San Francisco International Airport has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto; and be it further

RESOLVED, That this Commission instructs the Director of Airports to establish and disseminate such guidelines and procedures as are necessary to implement this policy

I hereby certify that the foregoing resolution was adopted by the Airports Commission
at its meeting of AUG 22 1988


Secretary

88-06. Guidelines for Implementation of AIDS Policy

On August 22, 1988, the Airports Commission adopted a policy statement prohibiting discrimination in employment on the basis of AIDS.

In order to manage this concern in the employment setting of San Francisco International Airport, the following guidelines are established:

1. The current and best medical evidence is that Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), and Human Immunodeficiency Virus Infection (HIV infection) do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is a protected handicap under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;
3. As with all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Airport personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to Airport employees providing common public services and the refusal of any Airport employee to provide public service on this basis can be grounds for disciplinary action;

AIRPORTS COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

RESOLUTION NO 88-0134

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

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I hereby certify that the foregoing resolution was adopted by the Airports Commission
AUG 22 1988
at its meeting of _____


Secretary

EXECUTIVE DIRECTIVE

88-06. Guidelines for Implementation of AIDS Policy

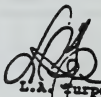
On August 22, 1988, the Airports Commission adopted a policy statement prohibiting discrimination in employment on the basis of AIDS.

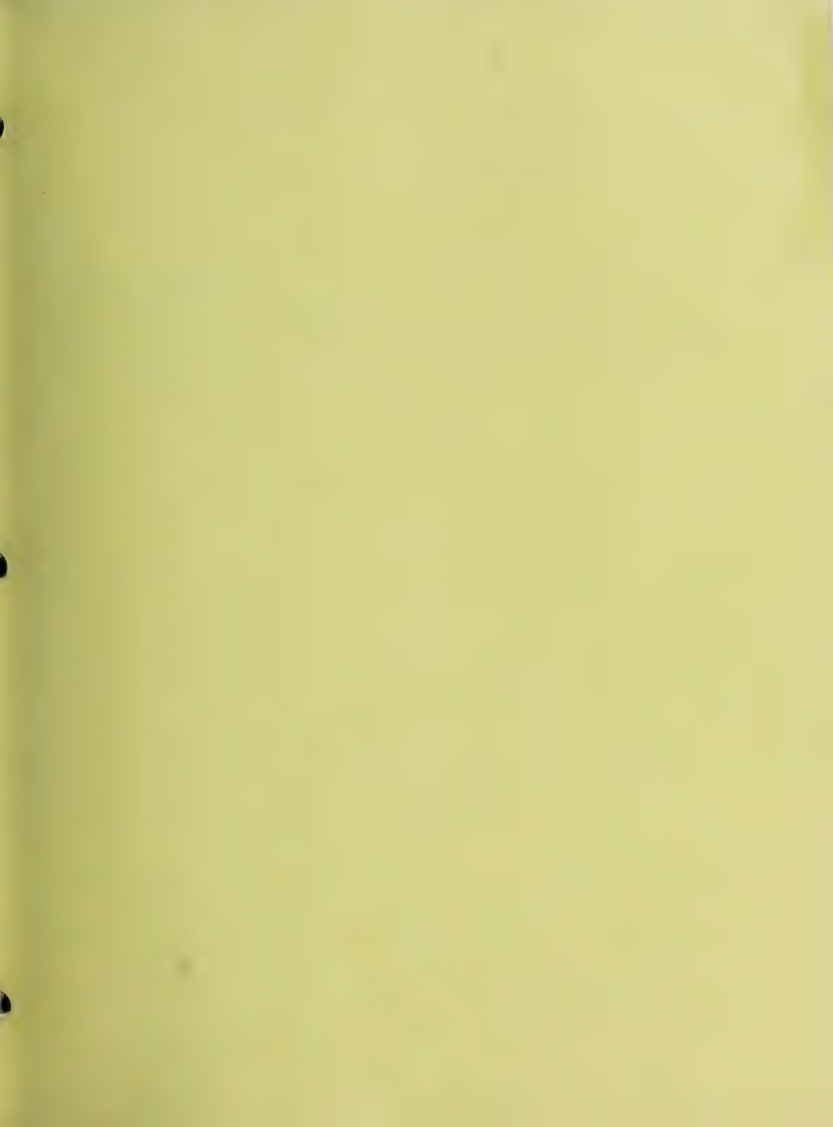
In order to manage this concern in the employment setting of San Francisco International Airport, the following guidelines are established:

1. The current and best medical evidence is that Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), and Human Immunodeficiency Virus Infection (HIV infection) do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is a protected handicap under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;
3. As with all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Airport personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to Airport employees providing common public services and the refusal of any Airport employee to provide public service on this basis can be grounds for disciplinary action;

5. AIDS, ARC and HIV infection will be treated as would any other life threatening illness in accord with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. All Airport personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who have AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees in order to foster a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place.
8. The Personnel Director is designated as the Commission's resource to which managers and employees should direct any questions or requests for assistance on matters addressed in this policy.

Issue date: November 3, 1988
Effective date: November 10, 1988


L.A. Turpen
Director of Airports



DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT:	Animal Care and Control
CHIEF EXECUTIVE OF DEPARTMENT:	Carl Friedman, Director
AFFIRMATIVE ACTION OFFICER:	Kenneth White, Deputy Director
DATE ADOPTED OR SUBMITTED:	February 29, 1992



INTRODUCTION

(Give a short, narrative description of the department, its authority, functions, and structure. Include other important facts related to employment such as consent decrees or court orders, exempt appointments, remote work locations, seasonal employment, etc.)

BACKGROUND

State law requires that counties provide animal control services or may enter into a contract with any humane society or other organization or association to perform these services. Previously the City and County of San Francisco provided these services by contracting with the San Francisco SPCA.

On July 1, 1989 the City established its own Department of Animal Care and Control under the jurisdiction of the Chief Administrative Officer. This new department is now the agency responsible for providing animal care and control services to the residents of this community.

An old building owned by the City located at 1200 - 15th Street was selected as the site of the City's new animal shelter. The building was completely overhauled and brought up to modern seismic standards. It now houses approximately 16,000 animals annually in one of the most advanced animal shelters in the country.

SERVICE DESCRIPTION SUMMARY

The Animal Care and Control Department began operations on July 1, 1989. The Department is in operation 24 hours a day, seven days a week, every day of the year.

FIELD SERVICES: Uniformed, trained Deputy Animal Control Officers conduct daily field patrols throughout the City, responding to emergencies, impounding dogs at large and enforcing and issuing citations for violations of animal care and control laws.

Our Animal Control Field Services Division:

- Responds to all animal-related emergencies.
- Patrols throughout the City on a daily basis.
- Impounds dogs at large and rescues animals in distress.
- Enforces all state and local animal control laws and investigates all reports of animal abuse.
- Provides 24 hour service for picking up seriously ill or injured stray animals and transports them to veterinarians for emergency treatment.
- Responds to other City, State and Federal agencies requesting animal care and control services.

SHELTER SERVICES: The Animal Shelter, located at 1200 - 15th Street, is open seven days a week from 11:00 a.m. to 6:00 p.m. for adoptions, redemption of lost animals by their owners, receiving strays and owner-surrendered animals and a variety of other animal care and control services.

Our Animal Shelter:

- Provides nourishment and medical care for domestic and wild animals in our care including, but not limited to, stray and surrendered animals.
- Provides basic health screening for all animals including a preventative disease control program for the animals in our care.
- Vaccinates animals in our care against diseases.
- Accepts owner-surrendered and lost animals.
- Adopts out stray, unwanted and abandoned animals.
- Humanely euthanizes, by barbiturate injection, those animals we are unable to place.
- Sells dog licenses and voluntary cat registrations.
- Collects and, when appropriate, refunds spay/neuter deposits on all unaltered cats and dogs adopted from the Shelter.
- Enforces all animal control and anti-cruelty laws.
- Provides shelter care for animals in protective custody and those under observation or quarantine.
- Provides a volunteer program through which members of the public can become actively involved in helping our animals.
- Provides lost and found services.
- Provides adoption counseling.
- Grooms Shelter animals, thereby increasing the probability of their adoption.
- Provides information on pet owner responsibility and pet care.
- Maintains accurate records of all animal control activities.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE
ACTION POLICY STATEMENT

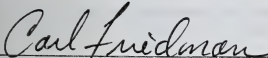
(Statement by the department head...communicating the department's and the chief executive's personal commitment to equal employment opportunity and affirmative action. Statement must enumerate all protected groups covered by equal employment opportunity, all employment practices under the authority of the department and applicable laws, policies and regulations. Statement is signed by the executive.)

I have long been committed to equal employment opportunity and affirmative action for women and minorities. Since the founding of this department in 1989, all but one of the Division Manager positions have been held by women and/or minorities. Maintaining utilization levels of this type will continue to be a goal of this department.

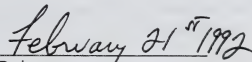
Disabled workers and members of the gay and lesbian community also are, and will continue to be, represented among the employees and management of this department.

No discrimination of any kind will be tolerated. This department is committed to equal employment opportunity and a program of affirmative action. It is the policy of this department to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, or the medical conditions of cancer, AIDS or ARC.

Employment practices of this department include the filling of vacant positions, both on an entry and promotional basis. In the case of positions for which a civil service list exists the appointment will be made under Civil Service Commission rules and regulations. In making these selections women and minorities participate in all hiring and promotion decisions made in this department.



Carl Friedman, Director



Date

DESIGNATION OF RESPONSIBILITIES

(Identify each department manager, supervisor or employee who will have responsibility for administration of various elements of the affirmative action program. Include department head, all managers and supervisors.... Describe each identified person's responsibilities with respect to the affirmative action plan.)

<u>PERSON/TITLE</u>	<u>RESPONSIBILITIES</u>
Carl Friedman Director	Hiring & Promotion: Participates selection, responsible for outreach publicity.
Kenneth White Deputy Director	Same as above. Investigates complaints of discrimination. Assigned affirmative action coordinator for the Department.
Patrick Amogan Animal Care Supervisor	Hiring & Promotion: Participates in selection of own 9-member staff; may be asked to participate in other staff selections.
Lori Feazell, Captain Animal Control Supv.	Same as above
Faye Woods, Shelter Office Supervisor	Same as above (8 member staff)
Robert Hoffman, DVM Shelter Veterinarian	May be asked to review and evaluate applicants/employees involved in animal care. Participates in the selection of one-member staff, a licensed Animal Health Technician.
Fe Saquing Executive Secretary	Verifies references made by applicants.
Ester Obico Sr. Accountant	Processes all personnel-related paperwork.

DEPARTMENT OF ANIMAL CARE AND CONTROL

I. Total Department Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: NO DIVISIONS OF OVER 20 EMPLOYEES

DEPARTMENT TOTAL IS LESS THAN 50

<u>By Race/Ethnicity</u>	<u>As of 6/30/91 Number, Percent</u>	<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
<u>White</u>	<u>22 62.8%</u>			
<u>Black</u>	<u>2 5.7%</u>	<u>9.9%</u>	<u>-4.2%</u>	<u>Yes</u>
<u>Hispanic</u>	<u>6 17.1%</u>	<u>11.2%</u>	<u>+</u>	<u>No</u>
<u>Asian</u>	<u>1 2.9%</u>	<u>15.3%</u>	<u>-12.4%</u>	<u>Yes</u>
<u>Filipino</u>	<u>4 11.4%</u>	<u>5.4%</u>	<u>+</u>	<u>No</u>
<u>Amer. Indian</u>	<u>0 0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>18 51.4%</u>			
<u>Female</u>	<u>17 48.6%</u>	<u>45.2%</u>	<u>+</u>	<u>No</u>
<u>Total</u>	<u>35 100.0%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A: Officials and Administrators" and b) variance multiplied by total, when rounded off is one (1) or greater.

NOTE: No division, occupational category or classification in this department exceeds twenty (20) positions.

DEPARTMENT OF ANIMAL CARE AND CONTROL

II. Composition and Utilization by Occupational Category

Use a separate form for each category or category within a division.

Category "A" OFFICIALS AND ADMINISTRATORS				
If by Division, identify: NO DIVISIONS OF OVER 20 EMPLOYEES				
By Race/Ethnicity	As of 6/30/91 Number, Percent	Availability	Variance (- only)	AA Goal Yes/No
<u>White</u>	<u>2* 100.0%</u>			
<u>Black</u>	<u>0 0.0%</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>No</u>
<u>Hispanic</u>	<u>0 0.0%</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>No</u>
<u>Asian</u>	<u>0 0.0%</u>	<u>15.3%</u>	<u>-15.3</u>	<u>No</u>
<u>Filipino</u>	<u>0 16.6%</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>No</u>
<u>Amer. Indian</u>	<u>0 0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>
By Gender				
<u>Male</u>	<u>2 100.0%</u>			
<u>Female</u>	<u>0 0.0%</u>	<u>45.2%</u>	<u>-45.2</u>	<u>Yes</u>
<u>Total</u>	<u>2* 100.0%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A: Officials and Administrators and b) variance multiplied by total, when rounded off is one (1) or greater.

*NOTE: One of the two Category A individuals is selected by the Chief Administrative Officer and, as such, is beyond the control or influence of anyone in this department. Should the second position (i.e., Class 1121 Deputy Director) open, all efforts will be made to recruit widely and broadly from the professional field, with a special emphasis on locating female and minority applicants who meet the rather extensive MQ for this position. However, no vacancies are anticipated. [See page following.]

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Officials and Administrators

If by division, identify: _____

Anticipated Vacancies: Number and description.

No vacancies are anticipated. _____

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Women	0	0	0
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

The utilization analysis for this department, as of June 30, 1991, showed that the department would more closely reflect the ethnic composition of the Bay Area workforce if it hired one (1) additional black employee and three (3) additional Asian employees.

In fact, the department's workforce did have adequate representation among these groups during much of Fiscal Year 1990-91, it just happened that they were underrepresented on June 30, 1991. It should also be pointed out that since that date additional Asian employees have been hired. At the same time, unfortunately, we were forced by the Rule of Three to separate one qualified Asian employee.

Historically, minorities have been underrepresented in the professions and occupations that deal with animals and animal issues. For this reason, the Department of Animal Care and Control has had to be very diligent and resourceful in recruiting and selecting minority applicants. As the statistics indicate, we have been successful to a great degree. One of the ways this has been accomplished is to give job announcements as wide a distribution as possible. Another is the personal outreach efforts made by the Director and Deputy Director.

During the past fiscal year four (4) out of the department's five (5) division manager positions continued to be held by women and/or minorities. The totals at this level are three (3) women, two (2) minorities and one (1) white male (a certificated professional). Further, although it is not a reporting requirement, we feel that it is of interest to note that one of the division managers is an openly gay/lesbian employee.

Women and minorities are also well represented among the lower level supervisors (lead workers). Employees who perform well in these positions have an advantage when promotional opportunities arise (although this, of course, cannot be guaranteed).

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Women and minorities are also well represented among the lower level supervisors (lead workers). Employees who perform well in these positions have an advantage when promotional opportunities arise (although this, of course, cannot be guaranteed).

AFFIRMATIVE ACTION GOALS

(For each area -- department total, occupational category or classification and for each targeted group in which underutilization was identified, make realistic projections on anticipated vacancies and establish affirmative action goals that could be attained by June 30, 1993. Goals are not established for groups that are not underutilized, nor are goals required for categories or classes with fewer than twenty (20) employments.)

I. Affirmative Action Goals by Total Department

Department/Division: Department of Animal Care and Control

Anticipated Vacancies: Number and description.

It is anticipated that, based on a normal rate of turnover that prior to June 30, 1992 three (3) vacancies will occur in each of the following positions:

Class 3372 - Deputy Animal Control Officer

Class 3370 - Animal Care Attendant

Class 1434 - Shelter Service Representative

Vacancies may occur in any of the other positions but the number of employments in any of these positions is so small (i.e., one) that they cannot be statistically predicted.

DEPARTMENT OF ANIMAL CARE AND CONTROL AFFIRMATIVE ACTION GOALS FOR JUNE 30, 1993

TARGET GROUP UNDERUTILIZED	NEW HIRES/ PROMOTIONS	TOTAL	PERCENT
<u>Asian (-4)</u>	<u>+4</u>	<u>5</u>	<u>14.3%</u>
<u>Black (-1)</u>	<u>+1</u>	<u>3</u>	<u>8.6%</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

NOTE: No division, occupational category or job classification has more than twenty (20) employments.

AFFIRMATIVE ACTION PROGRAMS

(This is the most important part of the Affirmative Action Plan. Describe the actions that the department will undertake to achieve the affirmative action goals within the timetable. Include in this section, dissemination of EEO/AA policies, recruitment, selection, hiring, promotions, training, complaints resolution, special programs targeting women or minorities or disabled individuals, etc.)

OUTREACH. When a position or promotional opportunity becomes available the department intends to continue to take steps to ensure that the announcement of the position is distributed as widely as possible. This includes widespread distribution of the printed announcement and working closely with CSC-EEO to utilize their resources and contacts within the target communities. When appropriate, the department has used "help wanted" ads including ads in the minority papers.

SELECTION. When interviewing and selecting applicants the Department uses a panel of interviewers. These panels reflect the diversity of ethnicity and gender as much as possible.

Nearly 90% of the employments in the Department of Animal Care and Control are covered by current Civil Service lists of eligibles. This severely restricts the Department's ability to select its employees. This situation has resulted in the displacement of a number of qualified minority employees.

PROMOTIONS. Women and minorities are and will continue to be well represented at the lead worker and division manager levels. This increases the likelihood that they will be selected for promotion. However, no vacancies in any of our management positions are foreseen at this time.

COMPLAINT RESOLUTION. The Deputy Director investigates and attempts to resolve all discrimination complaints. Should the complaining party not be satisfied they may appeal to the Director and, if still not satisfied, they will be advised of where and how they can seek redress outside of the Department. This information is posted on our bulletin board and is part of our Policies and Procedures Manual.

AUDITING AND REPORTING

(Establish the department's commitment to maintain records and report to the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission and other regulatory agencies as required. Describe who and how affirmative action progress will be periodically evaluated. What records will be maintained?)

The Department of Animal Care and Control will review and evaluate its ethnic and gender composition and utilization periodically, using forms designed for that purpose (see Appendix D). The findings will be one factor in considering hiring and promotion decisions.

The Department's affirmative action plan will be updated annually by the Deputy Director and copies will be sent to any agency which requires or requests one.

Records of the foregoing analyses, reports and plans will be maintained in the Deputy Director's office.

DISSEMINATION

(Identify how this affirmative action plan will be communicated to current and new employees and where it will be available to employee organizations and the general public.)

This affirmative action plan will be available for review by any interested individual or group in the office of the Deputy Director. This is the place where this department has traditionally kept official matter that is of general interest and availability.

The Department's Policies and Procedure Manual will be amended to reflect the location and availability of the plan.

Persons who participate in hiring and promotion decisions will be made aware of the Department's affirmative action goals and plan.

APPENDICES

(List and attach policies and procedures issued by the department that are related to equal opportunity and affirmative action. Also include listing of classifications used by the department and the occupational category linkup.)

- | | |
|------------|---|
| Appendix A | Relevant excerpts from Policies & Procedures Manual |
| Appendix B | Description of classifications used at DACC |
| Appendix C | Occupational Categories of DACC classifications |

ADOPTION OF ANIMALS BY EMPLOYEES. Except as noted below, no preference shall be given to any employee or volunteer in the adoption of animals. If more than one person is interested in the adoption of an animal a drawing will be held at 11 a.m. on the day the animal becomes available. Employees are eligible to participate in the drawing. Employees with conflicting schedules need not be present to win. Employees not present must call the shelter by noon to see if they have won and must pick up the animal by 6 p.m. If an owner-surrendered exotic animal (parrot, etc.) is brought to the shelter after 6 p.m. it will be held for an employee drawing at 10 a.m. the following day. Employees are limited to one exotic animal per year.

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY. The City and County of San Francisco is committed to equal employment opportunity and a program of affirmative action. It is the policy of the City and County to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, or the conditions of cancer, AIDS or ARC. No employee or job applicant shall be appointed, reduced, removed or in any way favored or discriminated against because of any of the foregoing causes. Furthermore, the City is committed to a strong affirmative action program to remove barriers that have operated in the past to preclude employment opportunities to certain groups who have experienced discrimination. The Department has developed and keeps current an Affirmative Action Plan which directly addresses these issues. The Affirmative Action Plan, which is on file in the Deputy Director's Office, is available for review by any interested party -- please contact the Deputy Director.

ANIMALS, FOSTERING OF. Employees may be allowed to provide temporary foster care for an animal in need. Interested employees must agree to the following: (1) first receive permission from their Division Supervisor, including any intention to bring the animal to work; (2) the employee and not the Department is responsible for all veterinary services; (3) the employee will have first priority to adopt or place the animal when it is made available, although all paperwork and fees will be as normal and conducted through the Shelter Office; (4) the employee must be aware that should the animal be returned to the shelter and no home is found, the animal may be euthanized.

ANIMALS, HUMANE TREATMENT OF. The animals in our care shall be treated in a humane manner at all times. No employee shall ever tease or bait any animal or cause unnecessary pain or suffering in any way. No animal shall ever be struck in retaliation for negative behavior. Violation of this policy will be grounds for immediate disciplinary action.

A

DISCIPLINARY ACTION. The purpose of discipline is to appropriately address either an individual incident or patterns of performance which need improvement or correction. The purpose of discipline is not to punish but to communicate and a supervisor conducting a disciplinary step must attempt to provide the employee with every tool and opportunity to correct the problem. The Department adheres to the "Steps of Progressive Discipline" as recommended by the Chief Administrative Officer. These steps provide opportunities for an employee to understand and follow the expectations of the supervisor.

- Step #1: An oral warning delivered in an informal conference;
- Step #2: A written warning delivered in a formal conference and inserted into the employee's personnel file;
- Step #3: Suspension from duties for a specified period without pay or accrual of benefits;
- Step #4: Termination from employment.

Although these steps are meant to be routinely followed an employee's initial or subsequent violation may warrant skipping ahead one or more steps, depending on the circumstances. (see "Coaching and Counseling")

DISCRIMINATION COMPLAINTS. Any person may file a complaint alleging discrimination as a result of any employment decision procedure violating the Affirmative Action Plan and the Policy for Equal Opportunities by submitting a written complaint to the General Manager, Personnel, Civil Service Commission, to the attention of the EEO unit, within 30 days of the discriminatory act. A copy of all complaints will be forwarded to the Human Rights Commission (HRC). This procedure is not intended to preclude other avenues of redress including a hearing before the HRC or any other board or commission, or litigation or the filing of complaints with appropriate state or federal agencies. A copy of Civil Service Rule 1.03f is available in Room 153, City Hall.

DISEASE CONTROL. In a building that houses hundreds of animals in relatively close quarters it is important to avoid the spread of disease from the sick to the healthy animals. Animals with contagious diseases have been placed in designated areas; avoid unnecessarily entering these areas as you may unwittingly carry germs with you into the areas where healthy animals are kept. When escorting members of the public who are looking for lost pets in the quarantine area it is advisable not to enter the room and to wait outside the door.

SAFETY INSPECTIONS. Each Division Supervisor has the responsibility to inspect his or her respective work area on a regular basis for potential safety hazards. This task may be delegated but the Supervisors themselves will be responsible for both the inspection and the proper and timely submission of Safety Work Sheets. Any employee who observes a safety hazard of any type should report it immediately. Such reports can be made anonymously.

SALARY INCREASES. There are two kinds of salary increases. Annual cost of living increases, called salary standardization, are applicable to all employees. Salary standardization is based on an annual salary survey of comparable workforces. Although the various job classes may receive different percentages of raises all employees within a given job class, whether permanent or temporary, receive the same percent increase. Salary standardization increases take effect on July 1st. In addition, permanent employees receive a 5% annual incremental increase during the first several years of their employment. Incremental increases are effective on the employee's anniversary date in class. For more information see "Employee Benefits, Regular Pay".

SECURITY. The front door of the building is to be locked between the hours of 6 p.m. and 7:30 a.m. each day. All other entrances are to be locked at all times. Interior doors leading to areas not open to the public should be locked at all times. All unattended city-owned vehicles should be locked unless they are in the Garage. All cages accessible to the public must be locked if they contain animals. Keys may not be duplicated and any lost key must be reported immediately to a Supervisor. Employees must turn in their keys upon permanent separation from the Department.

A night time animal receiving door has been installed next to the main entrance. The key is next to the burglar alarm panel. This small door should be used if a potentially threatening individual attempts to surrender an animal at night; normal night time owner surrenders should be handled through the main entrance.

SEXUAL HARASSMENT. Sexual harassment of City employees is prohibited by the San Francisco Administrative Code (Sec. 16.9 - 25). Behavior which constitutes sexual harassment includes, but is not limited to, verbal harassment, physical harassment, visual or graphic forms of harassment and requests for sexual favors or unwanted advances. Failure of an official or supervisor to take corrective action also constitutes sexual harassment as does retaliation against an employee because he or she has filed a complaint. The Civil Service Commission's discrimination complaint procedure is available for the resolution of allegations of sexual harassment. All claims of sexual harassment, whether formal or informal, written or oral, shall be reported to the Director or Deputy Director.

A

SLEEPING ON THE JOB. No employee shall sleep during working hours. This policy is effective throughout the 24 hour workday. Violation of this policy will be grounds for immediate disciplinary action.

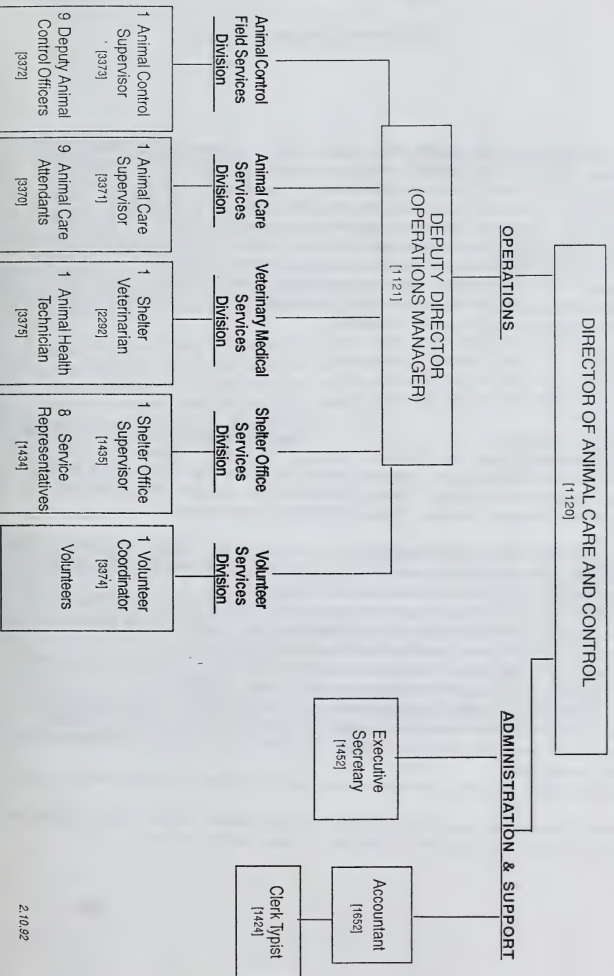
SLURS. It is the policy of the City and County and of this Department that employees treat all persons equally and respectfully and that employees refrain from the willful or negligent use of slurs against any person on the basis of race, color, religion, national origin, ancestry, age, sex, sexual orientation or disability. Use of such slurs shall be considered as evidence of the employee's lack of competence and shall be entered in job performance evaluations and may result in severe disciplinary action.

SMOKING POLICY. No smoking is allowed in any portion of the building or in any vehicles owned or operated by the Department. This applies to evening and night shifts as well. Smoking is especially prohibited on the roof, where it constitutes a serious fire hazard.

SOLICITING OR COLLECTING. Employees are asked to refrain from selling raffle tickets, merchandise, soliciting charitable contributions or ballot petition signatures in the workplace or while on City time. Requests for exceptions to this policy should be made to the Deputy Director.

SPAY/NEUTER POLICY. Because of pet overpopulation and the miserable conditions under which unwanted cats and dogs live, the Department has a very strongly-held position on the spaying and neutering (altering) of animals. No unaltered cat or dog will be adopted unless the owner signs an agreement to alter the animal and puts up a refundable deposit to ensure that the operation is performed.

SAN FRANCISCO DEPARTMENT OF ANIMAL CARE & CONTROL ORGANIZATION CHART



POSITION SUMMARIES

DIRECTOR OF ANIMAL CARE AND CONTROL

Reports to: Chief Administrative Officer

The Director is responsible for overall management of all activities of the Department, including routine and emergency field patrol services, enforcement of laws relating to animals, shelter operations, medical, health care and euthanasia services, shelter office services, public information, licensing, adoption and redemption services, volunteer services, administrative and support services. The Director establishes departmental program policies and procedures, develops and recommends regulations and fees, prepares and manages departmental budget, promotes community and public relations, appears before public agencies and civic organizations on animal care and control issues, responds to citizens' inquiries and complaints.

DEPUTY DIRECTOR

Reports to: Director of Animal Care and Control

The Deputy Director plans, coordinates and directs the daily operations of four functional service areas of the Department: Animal Control Field Services, Animal Care Services, Veterinary Medical Services and Shelter Office Services, and also directs the support services of the Volunteer Division. Deputy Director is responsible for:

- the smooth, continuous and effective daily operation of all divisions, including assigning, coordinating and monitoring the work of subordinate supervisors to insure appropriate deployment and utilization of personnel and resources;
- the proper and humane handling of animals throughout the Department at all times;
- enforcement of and compliance with city and state laws governing the licensing, control, impoundment, quarantine, care, sale and euthanasia of animals;
- adherence to a comprehensive disease prevention program throughout the shelter, including the maintenance of healthy, safe and sanitary facilities;
- rapid identification and appropriate treatment of animals needing veterinary care;
- assuring that routine and emergency services of the Department are made easily accessible to the public, and that the public is served in a courteous and responsive manner by the staff;
- the accuracy and legibility of all records and reports relating to departmental activities;

The Deputy Director also promotes community/public relations, assists in the preparation of the budget, and acts on behalf of the Director in his/her absence.

S.F. DEPARTMENT OF ANIMAL CARE AND CONTROL

POSITION SUMMARIES

ANIMAL CONTROL SUPERVISOR

Reports to: Deputy Director

The Animal Control Supervisor schedules, coordinates and monitors the work of field officers who enforce city and state laws governing the restraint, vaccination, licensing, impoundment, care and quarantine of animals, and who respond to requests for routine and emergency field services. The supervisor evaluates requests for services, determines and directs appropriate response, dispatches and maintains communication with the officers via two-way radio; performs basic and more complex duties of Animal Control Officer whenever necessary. Responsibilities include training, assigning and supervising field officers, assuring timely response and appropriate personnel coverage 24-hours a day.

Supervisor must successfully complete PC 832 Course; have valid California Drivers License and a good driving record; be trained in humane animal handling and confinement procedures; have knowledge of and ability to train staff in: first aid for animals; symptoms of diseases common to domestic pets; proper and humane methods of handling animals, including those that may be ill, injured or difficult to control.

DEPUTY ANIMAL CONTROL OFFICER

Reports to: Animal Control Supervisor

Deputy Animal Control Officers enforce city and state laws governing the restraint, licensing, vaccination, impoundment, care and quarantine of animals. Uniformed Officers provide routine patrol and emergency rescue services throughout the city, maintaining contact with the shelter via two-way radio. They impound dogs at large and other stray animals, administer first aid and transport ill or injured animals for emergency medical treatment when necessary, issue citations and provide animal-related information to the public. Officers are responsible for the sanitary maintenance of their assigned vehicles and must produce and maintain accurate case files, records and reports. Officers must have valid California Drivers License and good driving record, successfully complete PC 832 Course.

Class	AP	WHITE	BLACK	HISPANIC	ASIAN	FILIPINO	AMER	IND	TOTAL	GRAND
Type	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female

76 ANIMAL CARE AND CONTROL

A OFFICIALS & ADMINISTRATORS

A	1120	DIRECTOR OF ANIMAL CARE AND CONTROL.....	0	0	0	0	0	0	0	0	1
1120	PCS	1	0	0	0	0	0	0	0	0	1
1120	Total	1	0	0	0	0	0	0	0	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

A	1121	DEPUTY DIR OF ANIMAL CARE & CONTROL.....	0	0	0	0	0	0	0	0	1
1121	PCS	1	0	0	0	0	0	0	0	0	1
1121	Total	1	0	0	0	0	0	0	0	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

A	Total	2	0	0	0	0	0	0	0	0	2
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

B PROFESSIONALS

B	1652	SENIOR ACCOUNTANT.....	0	0	0	0	0	0	0	0	1
1652	PCS	0	0	0	0	0	0	0	0	0	1
1652	Total	0	0	0	0	0	0	0	0	0	1
Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

B	2292	SHELTER VETERINARIAN.....	0	0	0	0	0	0	0	0	1
2292	PCS	1	0	0	0	0	0	0	0	0	1
2292	Total	1	0	0	0	0	0	0	0	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

B	3374	VOLUNTEER COORD. ANIMAL CARE & CONTROL.....	0	0	0	0	0	0	0	0	1
3374	LT	0	1	0	0	0	0	0	0	0	1
3374	Total	0	1	0	0	0	0	0	0	0	1
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	

B	Total	1	1	0	0	0	0	0	0	0	2
Pct	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	33.33	66.66	

Class	AP Type	WHITE Male	WHITE Female	BLACK Male	BLACK Female	HISPANIC Male	HISPANIC Female	ASIAN Male	ASIAN Female	FILIPINO Male	FILIPINO Female	AMER IND Male	AMER IND Female	TOTAL Male	TOTAL Female	GRAND TOTAL
C TECHNICIANS																
C 3375 ANIMAL HEALTH TECHNICIAN.....																
3375	PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
3375	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
	Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
C	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
	Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
D PROTECTIVE SERVICES																
D 3372 ANIMAL CONTROL OFFICER.....																
3372	PCS	3	3	0	0	1	1	0	0	0	0	0	0	4	4	8
3372	Total	3	3	0	0	1	1	0	0	0	0	0	0	4	4	8
	Pct	37.50	37.50	0.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	
D 3373 ANIMAL CONTROL SUPERVISOR.....																
3373	PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
3373	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
	Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
D	Total	3	4	0	0	1	1	0	0	0	0	0	0	4	5	9
	Pct	33.33	44.44	0.00	0.00	11.11	11.11	0.00	0.00	0.00	0.00	0.00	0.00	44.44	55.55	
F OFFICE / CLERICAL																
F 1424 CLERK TYPIST.....																
1424	LT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1424	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
F 1434 SHELTER SERVICE REPRESENTATIVE.....																
1434	LT	2	2	0	0	1	0	0	0	0	0	0	0	3	2	5
1434	NCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1434	PCS	1	0	0	1	0	0	0	0	0	0	0	0	1	1	2
1434	Total	3	2	0	1	1	0	0	0	0	0	0	0	4	3	8
	Pct	37.50	25.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62.50	37.50	

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Class	AP Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AFER		IND		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
76 ANIMAL CARE AND CONTROL																		

A OFFICIALS & ADMINISTRATORS

A 1120 DIRECTOR OF ANIMAL CARE AND CONTROL.....

1120 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
1120 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

A 1121 DEPUTY DIR OF ANIMAL CARE & CONTROL.....

1121 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
1121 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

A Total 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 0 2

Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
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B PROFESSIONALS

B 1652 SENIOR ACCOUNTANT.....

1652 PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1652 Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

B 2262 SHELTER VETERINARIAN.....

2262 PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
2262 Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

B 3374 VOLUNTEER COORD, ANIMAL CARE & CONTROL..

3374 PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3374 Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

B Total 33.33 33.33 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 33.33 0.00 0.00 0.00 33.33 66.66 3

Pct	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	66.66	
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AP		WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND	
Class	Type	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
C TECHNICIANS																	
C 3375 ANIMAL HEALTH TECHNICIAN.....																	
3375	PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3375	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
C Total																	
Pct		0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
D PROTECTIVE SERVICES																	
D 3372 ANIMAL CONTROL OFFICER.....																	
3372	PCS	3	3	0	0	1	1	0	0	0	0	0	0	0	0	4	4
3372	Total	3	3	0	0	1	1	0	0	0	0	0	0	0	0	4	4
Pct		37.50	37.50	0.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00
D 3373 ANIMAL CONTROL SUPERVISOR.....																	
3373	PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3373	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
D Total																	
Pct		33.33	44.44	0.00	0.00	11.11	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.44	55.55
F OFFICE / CLERICAL																	
F 1424 CLERK TYPIST.....																	
1424	LT	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
1424	Total	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
F 1434 SHELTER SERVICE REPRESENTATIVE.....																	
1434	LT	2	2	0	0	1	0	0	0	0	0	0	0	0	0	3	2
1434	NCS	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0
1434	PCS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
1434	Total	3	2	0	0	1	1	1	0	0	0	0	0	0	0	5	3
Pct		37.50	25.00	0.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62.50	37.50

AP Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER. IND.		TOTAL		GRAND TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
H SERVICE / MAINTENANCE															
H LT	3	2	0	0	0	1	0	0	3	0	0	0	6	3	9
Total	3	2	0	0	0	1	0	0	3	0	0	0	6	3	9
Pct	33.33	22.22	0.00	0.00	0.00	11.11	0.00	0.00	33.33	0.00	0.00	0.00	66.66	33.33	
76 ANIMAL CARE AND CONTROL															
Total	12	10	0	2	2	4	1	0	3	1	0	0	18	17	35
Pct	34.28	28.57	0.00	5.71	5.71	11.42	2.85	0.00	8.57	2.85	0.00	0.00	51.42	48.57	
62.85			5.71		17.13		2.85		11.42		0		54.8	45.2	
57.5			9.9		11.2		17.3		5.4		0.4				
✓			⊖		✓		⊖		✓		✓		✓	✓	

DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT: San Francisco Arts Commission

CHIEF EXECUTIVE OF DEPARTMENT: Joanne Chow Winship

AFFIRMATIVE ACTION OFFICER: Joanne Chow Winship

DATE ADOPTED OR SUBMITTED: April, 1992

INTRODUCTION

GIVE A SHORT NARRATIVE DESCRIPTION OF THE DEPARTMENT, ITS AUTHORITY, FUNCTIONS, AND STRUCTURE. INCLUDE OTHER IMPORTANT FACTS RELATED TO EMPLOYMENT SUCH AS CONSENT DECREES OR COURT ORDERS, EXEMPT APPOINTMENTS, REMOTE WORK LOCATIONS, SEASONAL EMPLOYMENT, ETC.

The San Francisco Arts Commission was established by charter in 1932 (Charter Section 3.600 and 3.601) 60 years ago to review for approval any work of art and design of buildings or other structures to be contracted, purchased or gifted, placed, erected, removed, relocated or altered on city and county property. The charter also directs the Commission to supervise and control the expenditure of all appropriations made by the Board of Supervisors for music and the advancement of art or music, and to exercise all reasonable supervision of policy connected with the arts.

The various programs of the Commission include: Civic Design, Civic Collections, Art Enrichment (Public Art), Arts Commission Gallery, Street Artist Program, Municipal Symphony Pops Concerts, and Community Arts and Education.

The present staff of the Commission is comprised of the Director of Cultural Affairs, the Assistant Director, Program Directors for the programs described above and some support/clerical staff.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY
STATEMENT

STATEMENT BY THE DEPARTMENT HEAD, DEPARTMENT'S COMMISSION OR BOARD PRESIDENT, OR OTHER CHIEF EXECUTIVE COMMUNICATING THE DEPARTMENT'S AND THE CHIEF EXECUTIVE'S PERSONAL COMMITMENT TO EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION. STATEMENT MUST ENUMERATE ALL PROTECTED GROUPS COVERED BY EQUAL EMPLOYMENT OPPORTUNITY, ALL EMPLOYMENT PRACTICES UNDER THE AUTHORITY OF THE DEPARTMENT, AND APPLICABLE LAWS, POLICIES, AND REGULATIONS. STATEMENT IS SIGNED BY EXECUTIVE.

It is the policy of the Art Commission to provide equal opportunities for employment to all individuals regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition, age, religion or political affiliation. It is also the commitment of the Art Commission to comply with all federal, state and local laws and guidelines governing Equal Employment Opportunity and Affirmative Action.

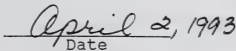
In order to ensure compliance with this policy, the Art Commission will:

- Maintain a workforce in the Commission which provides opportunities for employment for all individuals, as outlined above.
- Encourage affirmative action in all programs that are supported by the Art Commission.
- Base decisions on recruiting, hiring and promotion to increase the employment and promotion of minorities, women and disabled persons in situations where all other qualifications for employment are equal.
- Where possible, commit to maintaining a workforce which reflects the ethnicity of the City and County of San Francisco.

As Chief Executive, the Director of Cultural Affairs will have the primary responsibility for ensuring compliance with this policy and communicating it effectively to all Art Commission staff. All Art Commission staff will be made aware of this policy and will be made of their responsibility to comply with it.

As the Director of Cultural Affairs, I have a personal commitment to equal employment opportunity and affirmative action.


Signature


Date

DESIGNATION OF RESPONSIBILITIES

IDENTIFY EACH DEPARTMENT MANAGER, SUPERVISOR, OR EMPLOYEE WHO WILL HAVE RESPONSIBILITY FOR ADMINISTRATION OF VARIOUS ELEMENTS OF THE AFFIRMATIVE ACTION PROGRAM. INCLUDE DEPARTMENT HEAD, ALL MANAGERS AND SUPERVISORS, THE HUMAN RESOURCE MANAGER, THE AFFIRMATIVE ACTION OFFICER, TRAINING OFFICER, EACH EMPLOYEE. DESCRIBE EACH IDENTIFIED PERSON'S RESPONSIBILITIES WITH RESPECT TO THE AFFIRMATIVE ACTION PLAN.

The size of the Arts Commission is relatively small. Because of this, it is the Director of Cultural Affairs who makes the final decisions on all employment. Therefore, the Director of Cultural Affairs has primary responsibility for assuring compliance with the policy.

The Assistant Director and the Human Resource Manager will have the responsibility for administering the affirmative action program with respect to paper work and reporting.

Each employee will be made aware of the Arts Commission's Affirmative Action policy and will be made to understand their responsibilities for compliance with this policy.

NARRATIVE DESCRIPTION AND REVIEW OF PAST YEAR'S EEO/AA
PERFORMANCE

DISCUSS THE DEPARTMENT'S UTILIZATION ANALYSIS AND AREAS OF UNDERUTILIZATION. IDENTIFY POSSIBLE REASONS FOR OCCUPATIONAL CATEGORIES OR CLASSES THAT HAVE FEWER MINORITIES OR WOMEN THAN ARE AVAILABLE IN THE LABOR MARKET. ALSO DISCUSS THE DEPARTMENT'S EFFORTS TO ADDRESS THESE AREAS.

DESCRIBE DEPARTMENT'S EFFORTS AND ACHIEVEMENTS IN THE PAST YEAR WHICH ADDRESS AFFIRMATIVE ACTION GOALS. IDENTIFY ACTIONS WHICH WERE SUCCESSFUL AS WELL AS THOSE THAT WERE NOT AND DISCUSS WHAT DEPARTMENT LEARNED FROM THESE EFFORTS.

The Arts Commission is proud of its record as an equal employment opportunity and affirmative action department. The Arts Commission employs a very high number of females compared to the 1980 census. In addition, the percentage of Afro-Americans, Hispanics and Asians in our workplace is also representative and in some cases, higher, than San Francisco's total labor market.

When positions are vacated, strong efforts are made by the staff to guarantee the continuation of the positions, abiding by Affirmative Action guidelines in filling those positions.

This current fiscal year, 4 new positions were filled. The Director of Cultural Affairs, who is an Asian female, was hired by the Commission. In turn, the Director of Cultural Affairs hired a female as the department's Assistant Director, another female for the position of Directors of Arts Education and an African American Clerk Typist for the Community Arts and Education program.

AFFIRMATIVE ACTION PROGRAMS

THIS IS THE MOST IMPORTANT PART OF THE AFFIRMATIVE ACTION PLAN. DESCRIBE THE ACTIONS THAT THE DEPARTMENT WILL UNDERTAKE TO ACHIEVE THE AFFIRMATIVE ACTION GOALS WITHIN THE TWO YEAR TIMETABLE. INCLUDE IN THIS SECTION, DISSEMINATION OF EEO/AA POLICIES, RECRUITMENT, SELECTION, HIRING, PROMOTIONS, TRAINING, COMPLAINTS RESOLUTION, SPECIAL PROGRAMS TARGETING WOMEN, OR MINORITIES, OR DISABLED INDIVIDUALS, ETC.

The first goal for the department's Affirmative Action program is to schedule a meeting with the Assistant Director and appropriate personnel from Civil Service to better learn and understand Affirmative Action/Equal Employment Opportunity guidelines so that these can be conveyed to the staff by both the Director of Cultural Affairs and the Assistant Director.

The Arts Commission will also make an effort to identify organizations, professional organizations, and targeted media and other groups from which to recruit minority groups persons and women.

It will also enlist the assistance of minority and female staff members to participate in recruitment activities.

All staff vacancies and opening will be announced at bi-monthly staff meetings to ensure that each employee within the department knows when positions are open for application. The person responsible for the recruitment activities of each particular position will also be identified.

Selection and Hiring Procedures;
Guidelines distributed by Civil Service Commission will be followed and staff will consult with the Equal Employment Opportunity Unit staff for technical assistance.

Minorities and women will be included on interview panels.

All selection steps will be documented and a uniform review criteria, interview questions, rating standards will be utilized.

Any procedures that disproportionately disqualify minorities and women will be reviewed and revised.

Again, the Assistant Director will be the liaison in the department that insures supervisors and managers who interview to hire personnel are well-trained on legal interviewing techniques.

Promotion

The Department will look at ways to promote qualified individuals or to increase and develop upward mobility skills.

The Department will review standards used for terminations, disciplinary actions, layoffs to ensure that they do not have a disparate effect on protected class members.

MONITORING AND REPORTING

ESTABLISH THE DEPARTMENT'S COMMITMENT TO MAINTAIN RECORDS AND TO REPORT TO THE MAYOR, BOARD OF SUPERVISORS, CIVIL SERVICE COMMISSION, HUMAN RIGHTS COMMISSION, AND OTHER REGULATORY AGENCIES AS REQUIRED. DESCRIBE WHO AND HOW AFFIRMATIVE ACTION PROGRESS WILL BE PERIODICALLY EVALUATED. WHAT RECORDS WILL BE MAINTAINED.

We commit that the Arts Commission will maintain updated records of race, sex, classification status and salary for all employees, and to develop a system to monitor and measure progress of all affirmative action activities, and to make reports to the Human Rights Commission, Board of Supervisors, Civil Service Commission, and the Mayor's Office as required.

Whenever a vacancy or new position arises within the department, documentation of recruitment activities to attract qualified minorities and women will be maintained.

The compliment of the work force will be periodically reviewed to ensure that it reflects as closely as possible, the community of the City and County of San Francisco. If a position was hired for that does not help our work force compliment, detailed explanations will be given as to why a particular candidate was chosen above another minority or woman candidate.

DISSEMINATION

IDENTIFY HOW THIS AFFIRMATIVE ACTION PLAN WILL BE COMMUNICATED TO CURRENT AND NEW EMPLOYEES, AND WHERE IT WILL BE AVAILABLE TO EMPLOYEE ORGANIZATIONS AND THE GENERAL PUBLIC.

The Director of Cultural Affairs has the responsibility for disseminating this information to all staff. The written policy will be distributed to staff and discussed in upcoming staff meetings.

A copy of the department's Equal Employment Opportunity Policy and Affirmative Action policy will be kept in the office of the Assistant Director. Staff will be made aware of this location and employees can review the policy at their convenience.

Employee organizations, community groups and members of the public will all be able to review the department's affirmative action plan.

City and County of San Francisco - Civil Service Commission
Workforce Composition : WKF 2.5
Race and Gender Statistics
Summary by Department, Occupational Category, Class and AP Type

Selection = Arts Commission

Generated September 10, 1992 at 3:23 PM

Class	AP Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
28 ART COMMISSION																

A OFFICIALS & ADMINISTRATORS

A 1565 ASSISTANT DIRECTOR, ART COMMISSION.....																
1565	NCS	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
1565	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
Pct		0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	

A 3562 DIRECTOR, CULTURAL AFFAIRS.....																
3562	PE	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
3562	Total	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
Pct		0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	

A 3563 DIR, NEIGHBORHOOD ART PROG, ART COM.....																
3563	LT	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1
3563	Total	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1
Pct		0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	

A Total																
Pct		0.00	33.33	0.00	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	100.00	3

B PROFESSIONALS

B 1162 SENIOR ACCOUNTANT.....																
1162	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1162	Total	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
Pct		0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	

B 1820 JUNIOR ADMINISTRATIVE ANALYST.....																
1820	AS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1820	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

September 10, 1992

AP Class Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1820 TE	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
1820 Total	0	2	0	0	0	0	0	0	0	0	0	0	0	2	2
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
B 1842 MANAGEMENT ASSISTANT.....															
1842 PCS	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
1842 Total	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
B 3541 CURATOR I.....															
3541 PE	1	1	0	0	0	0	0	0	0	0	0	0	0	2	1
3541 TE	1	0	0	0	0	0	1	0	0	0	0	0	2	0	2
3541 Total	1	1	0	0	0	0	1	0	0	0	0	0	2	1	3
Pct	33.33	33.33	0.00	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	66.66	33.33	
B 3542 CURATOR II.....															
3542 PE	0	4	0	0	0	0	0	0	0	0	0	0	0	4	4
3542 TE	0	3	0	0	0	0	0	0	0	0	0	0	0	3	3
3542 Total	0	7	0	0	0	0	0	0	0	0	0	0	0	7	7
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
B 3556 MUSEUM REGISTRAR.....															
3556 PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
3556 Total	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
B 3540 CURATORIAL AIDE.....															
3540 TE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3540 Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
E PARAPROFESSIONALS															
Total	2	11	0	0	0	0	2	0	0	0	0	0	4	11	15
Pct	13.33	73.33	0.00	0.00	0.00	0.00	13.33	0.00	0.00	0.00	0.00	0.00	26.66	73.33	

September 10, 1

Class	AP Type	WHITE Male	WHITE Female	BLACK Male	BLACK Female	HISPANIC Male	HISPANIC Female	ASIAN Male	ASIAN Female	FILIPINO Male	FILIPINO Female	AMER Male	AMER Female	IND Male	IND Female	TOTAL Male	TOTAL Female	GRAND TOTAL
-------	---------	------------	--------------	------------	--------------	---------------	-----------------	------------	--------------	---------------	-----------------	-----------	-------------	----------	------------	------------	--------------	-------------

E	Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F OFFICE / CLERICAL

F 1402 JUNIOR CLERK	PCS	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1
	Total	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1
	Pct	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F 1424 CLERK TYPIST	PCS	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
	Total	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
	Pct	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

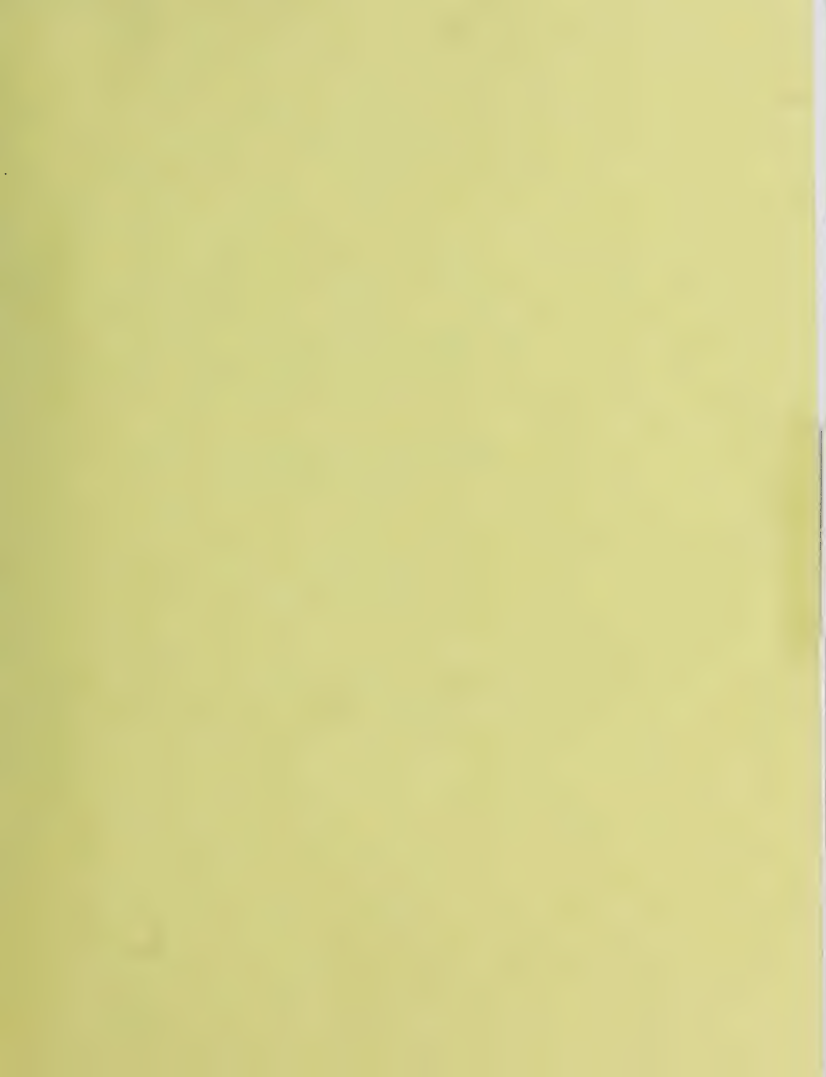
F 1426 SENIOR CLERK TYPIST	PCS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
	Total	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
	Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	1

F 1630 ACCOUNT CLERK	PCS	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1
	Total	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1
	Pct	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	1

F Total	0	1	0	1	1	0	1	0	0	0	0	0	0	0	0	1	3	4
Pct	0.00	25.00	0.00	25.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	75.00	

28 ART COMMISSION

Total	2	1	0	2	1	1	1	2	2	0	0	0	0	0	0	5	18	23
Pct	8.43	56.52	0.00	8.69	4.34	4.34	8.69	8.69	8.69	0.00	0.00	0.00	0.00	0.00	0.00	21.73	78.26	





ASIAN ART MUSEUM

AFFIRMATIVE ACTION PLAN

MAY 1992

ASSESSOR

GILLER, ADRIAN, JEFFERSON



ASIAN ART COMMISSION

RESOLUTION C92-018

Affirmative Action Plan

WHEREAS, The Asian Art Museum is required to submit its Affirmative Action Plan to the Civil Service Commission's EEO Unit for review and approval; now, therefore, be it

RESOLVED, That the Asian Art Commission hereby approves the Museum's Affirmative Action Plan, a copy of which is attached.

Attachment

May 19, 1992

This is certification that the above Resolution, No. C92-018, was approved unanimously by the Executive Committee of the Asian Art Commission at its meeting of May 19, 1992.

Margaret S. Lindsay 5-19-92
Margaret S. Lindsay
Executive Secretary
Asian Art Commission

ASIAN ART MUSEUM
AFFIRMATIVE ACTION PLAN

May 1992

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I. INTRODUCTION

The Asian Art Museum of San Francisco, The Avery Brundage Collection, is devoted to the arts of China, Japan, Korea, India, Southeast Asia, Nepal, Tibet and Iran, with exclusive jurisdiction over the collection of Asian art belonging to the City and County of San Francisco.

The collection consists of over 11,000 sculptures, paintings, bronzes, jades, ceramics, textiles, decorative objects and architectural elements, illustrating major periods and stylistic developments. The Museum is internationally renowned for the breadth, scope and consistent excellence of its collection, which attract visitors from all over the world.

The nucleus of the collection was given to the City in two large gifts in 1959 and 1969 by the late Avery Brundage, an American businessman and President of the International Olympic Committee for 20 years. The July 1969 agreement between Mr. Brundage and the City provided for an independent Committee of Asian Art and Culture, now known as the Asian Art Commission, whose goal would be to make the Museum the foremost center of Asian art and culture in the Western world.

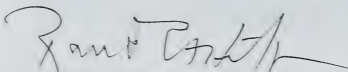
The Museum's governing body is the Asian Art Commission, composed of 27 members who are appointed by the Mayor of San Francisco. The Commission formulates policy for the operation of the Museum, approves the use of its name, determines priorities for fundraising and other purposes, and approves a consolidated budget for the daily operations of the Museum and major exhibitions. The Commission may delegate authority for carrying out its functions to its Executive Committee or the Museum staff as it deems appropriate. Under the current structure, the Director, appointed by the Commission, is the chief executive officer of the Museum. Reporting to the Director are a Deputy Director/Chief Curator and a Director of Development. All the Museum's employees report either directly or indirectly to the Director.

Currently, approximately one-third of the Asian Art Museum's operating budget is supported by the City and County of San Francisco; the remaining two-thirds is generated from private sources and admissions. The Asian Art Museum Foundation was created in 1969 to assist the Commission in raising funds. Originally the focus of the Foundation was on fund raising for acquisition of works of art to enhance the Brundage collection. Subsequently the Foundation's role has expanded and it has become the fiscal agent for handling Museum income.

II. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY
STATEMENT

The Asian Art Museum is committed to equal employment opportunity and a program of affirmative action. It is the goal of the Museum to employ a workforce which reflects the diversity of the local labor market, and to achieve equitable representation and distribution of minorities and women for all job levels throughout the staff. The Museum is committed to identifying and removing barriers to employment to members of all groups, and to providing and maintaining a work environment free of discrimination for all employees.

It is the policy of the Asian Art Museum to comply with Federal, State, and local laws and guidelines, and to ensure that no person shall be discriminated against in recruitment, selection, appointment, training, performance appraisal, promotion, retention, discipline, termination, or any other aspect of employment because of race, religion, sex, national origin, ethnicity, age, physical or mental disability, political affiliation, sexual orientation, color, marital status, or medical condition (cancer-related), AIDS or AIDS related conditions.



Rand Castile, Director

24 May 92

Date

III. DESIGNATION OF RESPONSIBILITIES

The Director of the Asian Art Museum will have overall administrative responsibility for the Museum's affirmative action program. The Director will:

- issue an equal employment opportunity and affirmative action policy and other policies as necessary;

- establish and communicate the Museum's affirmative action goals to all managers;

- provide administrative resources to support the implementation of the program;

- evaluate the performance of the Museum in the achievement of its goals and report periodically to the Asian Art Commission;

- provide an annual reporting to the Civil Service Commission on the Museum's affirmative action progress.

The Departmental Personnel Officer will serve as the Affirmative Action Coordinator of the Asian Art Museum and will be responsible for overseeing the planning and implementation of the affirmative action program. The Affirmative Action Coordinator will:

- maintain and review information on the Museum's workforce including hires, promotions, separations, etc.;

- recommend actions for the department to undertake in achieving its affirmative action objectives;

- report to the Director periodically on the progress or problems in implementation of the affirmative action program;

- coordinate training and technical assistance to managers and staff on EEO and affirmative action issues and their roles in implementation of the program;

- investigate complaints of employment discrimination;

- serve as liaison between departmental staff, the Civil Service Commission, the Human Rights Commission, and minority and women's organizations.

BY RACE/ ETHNICITY	As of 05/92		Labor Market Availability	Variance (-only)	AA Goal? Yes/No
	Number	Percent			
WHITE	City	11	73.3		
	Fdn	24	64.9		
BLACK	City	-	-		
	Fdn	3	8.1	9.9%	-1.8 Yes
HISPANIC	City	-	-		
	Fdn	2	5.4	11.2%	-5.8 Yes
ASIAN	City	4	26.7		
	Fdn	8	21.6	15.3%	- No
FILIPINO	City	-	-		
	Fdn	-	-	5.4%	-5.4 Yes
AMER INDIAN	City	-	-		
	Fdn	-	-	0.4%	-0.4 Yes

BY GENDER					
MALE	City	5	33.3		
	Fdn	11	29.7		
FEMALE	City	10	66.7		
	Fdn	26	70.3		
TOTAL	City	15*	45.2%		No *
	Fdn	37			

* 2 Vacant City positions as of 05/92

TOTAL WORKFORCE	NUMBER	%	AVAIL.	VARIANCE	AA GOAL?
WHITE	35	67.3			
BLACK	3	5.8	9.9	-4.1	Yes
HISPANIC	2	3.8	11.2	-7.4	Yes
ASIAN	12	23.1	15.3		No
FILIPINO	0	-	5.4	-5.4	Yes
AMER INDIAN	0	-	.4	- .4	Yes
MALE	16	30.8			
FEMALE	36	69.2	45.2		No
TOTAL	52				

05/92

 IV. B
 COMPOSITION BY OCCUPATIONAL CATEGORY

AP OCC TYPE	WHITE MALE FEMALE	BLACK MALE FEMALE	HISPANIC MALE FEMALE	ASIAN MALE FEMALE	FILIPINO MALE FEMALE	AMER IND MALE FEMALE	TOTAL MALE FEMALE	GRAND TOTAL
62 ASIAN ART MUSEUM								
A OFFICIALS & ADMINISTRATORS								
A FOUND	2	0	0	0	0	0	2	2
A TOTAL	2	0	0	0	0	0	2	2
A PCT	100.0	0.00	0.00	0.00	0.00	0.00	100.0	0.00
B PROFESSIONALS								
B FOUND	2	10	0	0	0	0	2	17
B CITY	2	2	0	0	0	0	2	10
B TOTAL	4	15	0	0	0	0	4	27
B PCT	14.8	55.6	0.00	0.00	0.00	0.00	14.8	85.2
C TECHNICIANS								
C FOUND	3	2	0	1	0	0	5	8
C CITY	3	0	0	0	0	0	3	3
C TOTAL	6	2	0	1	0	0	8	11
C PCT	54.5	18.2	0.00	9.1	0.00	0.00	72.7	27.3
F OFFICE/CLERICAL								
F FOUND	2	3	0	1	0	0	2	10
F CITY	0	1	0	0	0	0	0	2
F TOTAL	2	4	0	1	0	0	2	12
F PCT	16.7	33.3	0.00	9.1	0.00	0.00	16.7	83.3
62 ASIAN ART MUSEUM								
TOTAL	14	21	0	3	1	1	16	36
PCT	26.9	40.4	0.00	5.8	1.9	1.9	30.8	69.2

V. NARRATIVE ANALYSIS OF WORKFORCE COMPOSITION

The Asian Art Museum has a small and multicultural staff, including women and representatives of many minority groups. The Museum is committed to extending its diversity to the extent possible. A review of the current workforce composition indicates an under-representation of non-Asian minorities. The Museum's goal is to progress toward bridging this disparity.

It should be noted that the attached statistical workforce analysis is based upon 1980 U.S. Census data as provided by the City and County of San Francisco and is not necessarily an accurate reflection of the current labor market. Additionally, the data is not representative of the availability of qualified people for many of the Museum's professional, technical or management jobs. Many of the Museum's positions are exceptionally specialized in terms of required education and training; this specialization impacts the size and composition of the applicant pool. For example, we recently conducted recruitment for an Associate Museum Conservator, a position requiring a Master's Degree in Art Conservation or a Certificate in Conservation from a recognized Conservation Training Program; only three universities in the United States offer this program. Despite nation-wide recruitment, we received applications from only two qualified individuals.

It should also be noted that the Museum's limited hiring program, with funding difficulties and occasional retrenchments, is a significant factor in restricting the Museum's ability to hire more minorities.

The Museum will continue to evaluate each vacant position in terms of affirmative action goals, and will make aggressive, good faith efforts to recruit widely, with specific targeting of under-represented groups.

VI. AFFIRMATIVE ACTION PROGRAM

The Asian Art Museum is committed to a positive ongoing program in order to: (a) afford equal employment opportunity to all persons based on merit and fitness; (b) achieve equitable representation and distribution of minorities and women at all job levels throughout the staff; and (c) provide a discrimination-free work environment for all employees.

The Museum's Affirmative Action Program includes the following steps:

1. The development and maintenance of clear and accurate job descriptions for all Museum positions. These job descriptions are to reflect the actual duties and responsibilities of each position.
2. The conducting of comprehensive job analyses for any vacant position prior to recruitment; the development of selection standards and procedures which are valid, job related and predictors of job performance.
3. The implementation of broad based recruitment and outreach for each job opening (except in cases where there is an existing Civil Service eligible list). The Museum utilizes an extensive recruitment resource list (see Appendix) which includes community groups, social service organizations, colleges, universities, other museums and cultural organizations. We will continue to update and expand this list, and to actively seek new recruitment sources for under-represented groups. Additionally job announcements are widely advertised in various publications, including minority newspapers, trade journals and professional magazines.
4. Performance tests and oral interviews will be based on job related criteria. Interview panels will be composed of department heads, job experts and the Affirmative Action Coordinator. Every effort will be made to include minorities and women on interview panels. All members of interview panels will be well trained on legal interviewing techniques and the Museum's affirmative action policy.
5. The Museum will take full advantage of any training programs offered by Civil Service and professional museum organizations with regard to affirmative action. The Affirmative Action Coordinator will disseminate and/or post available information to supervisors and staff on related subjects including current developments, protected groups and classes, specific issues of discrimination, human relations in the workplace, complaint resolution and supervisorial responsibilities.
6. The Affirmative Action Coordinator will promptly investigate complaints of employment discrimination.

VII. AUDITING AND REPORTING

The Affirmative Action Coordinator will monitor and evaluate the success of the Museum's affirmative action program on a continuous basis. Records related to affirmative action goals and statistics will be maintained. On a regular basis, the Coordinator will report the status of the program to the Director of the Museum. Additionally, personnel policies and all employment activities will be reviewed periodically to ensure compliance with this EEO/AA policy as well as relevant Federal, State, and local laws and guidelines.

Progress reports will be submitted to the Asian Art Commission, the Mayor, the Board of Supervisors, the Civil Service Commission and other regulatory agencies as required.

VIII. DISSEMINATION OF THE PLAN

Employees of the Asian Art Museum will be notified of the existence of the Affirmative Action Plan. A copy of the Plan will be posted on a central bulletin board and available in the Personnel Office for employee review. Additionally the Museum's EEO and affirmative action policies will be included in the Employee Handbook.

RECRUITMENT LIST

- ☐ A.C.T.
450 Geary Blvd.
San Francisco, CA 94102
- ☐ A.S.O.L.
777 14th St., NW
Washington, DC 20005
- ☐ Academy of Art College
540 Powell Street
San Francisco, CA 94108
- ☐ ACE Mailing & Telemarketing
2757 16th Street
San Francisco, CA 94102
- ☐ Assoc. Placement Service
P.O. Box 255445
Sacramento, CA 95865
- ☐ Advocates for Women
Attn: J. Lindell
2536 Fillmore Street
San Francisco, CA 94115
- ☐ Albright-Knox Art Museum
Attn: Personnel Officer
1285 Elwood Avenue
Buffalo, NY 14222
- ☐ Alumnae Resources
Attn: Celeste Durrum
120 Montgomery Street
San Francisco, CA 94105
- ☐ American Indian Center
225 Valencia Street
San Francisco, CA 94103
- ☐ American Academy & Institute of Art
W. 155th Street
New York, NY 10023
- ☐ American Society of Composers
One Lincoln Plaza
New York, NY 10023
- ☐ Amer. Council for the Arts
Third Floor
1285 Ave. of the Americas
New York, NY 10019
- ☐ American Dance Guild
Attn: Grace Rubin
31 West 21st Street
New York, NY 10018
- ☐ Amusement & Music Operators Assoc.
Attn: William Carpenter
111 E. Wacker Dr. #60
Chicago, IL 60601
- ☐ Arriba Juntos
2017 Mission Street
San Francisco, CA 94110
- ☐ Art Institute of Chicago
Attn: Personnel Officer
Michigan Ave. & Adams
Chicago, IL 60603
- ☐ Arthur Sachler Museum
485 Broadway
Cambridge, MA 02138
Attn: Curator of Asian Art

RECRUITMENT LIST

- | | |
|--|---|
| <input type="checkbox"/> Arts Exchange, The
Attn: Allan Longacre
Box 160575
Austin, TX 78746 | <input type="checkbox"/> Art Career Assistance
1658 Union Street
San Francisco, CA 94123 |
| <input type="checkbox"/> Asia Society of Composers
725 Park Avenue
New York, NY 10019 | <input type="checkbox"/> Barrio Family Center
Attn: Sergio Valladares
1900 Fruitvale Avenue
Oakland, CA 94601 |
| <input type="checkbox"/> The Asia ^{Society} Schwartz Galleries
725 Park Avenue
New York, NY 10021 | <input type="checkbox"/> Bay Area Urban League
344-20th Street
Oakland, CA 94612-3593 |
| <input type="checkbox"/> Asian Business League of
San Francisco
Attn: Executive Director
166 Geary Boulevard
San Francisco, CA 94108 | <input type="checkbox"/> Bay Area Black Media Coalition
Attn: Rudolph Marshall
P.O. Box 2382
Oakland, CA 94614 |
| <input type="checkbox"/> Asian, Inc.
1670 Pine Street
San Francisco, CA 94109 | <input type="checkbox"/> Bay Area Women Entrepreneurs
Attn: Carole Ward Allen
PO Box 12336
Oakland, CA 94604 |
| <input type="checkbox"/> Asian Neighborhood Design
1425 Yosemite Avenue
San Francisco, CA 94124 | <input type="checkbox"/> Bay Area Urban League
Attn: Yna Tutson
637 Divisadero Street
San Francisco, CA 94117 |
| <input type="checkbox"/> Asians for Job Opportunities
Attn: Job Placement Unit
1222 University Avenue
Berkeley, CA 94702 | <input type="checkbox"/> Bayview Opera House
4705 Third Street
San Francisco, CA 94124 |
| <input type="checkbox"/> Assoc. of Black Acct.
Attn: Mark Keener
P.O. Box 14027
San Francisco, CA 94614 | <input type="checkbox"/> Berkeley Repertory Theatre
Attn: Colleen Lazette
2025 Addison Street
Berkeley, CA 94704 |
| <input type="checkbox"/> Assoc. of Arts Admin. Education
Brooklyn College Theatre
Brooklyn, NY 11210 | <input type="checkbox"/> Black Repertory Group
1719 Alcatraz Avenue
Berkeley, CA 94703 |

- ☐ Black Women Organiz f/Action
P.O. Box 15072
San Francisco, CA
- ☐ Black Agenda Council
Attn: Aileen Hernandez
818 - 47th Avenue
San Francisco, CA 94121
- ☐ Black Chamber of Commerce
1426 Fillmore St., #205
San Francisco, CA 94117
- ☐ Brooklyn Museum
200 Eastern Parkway
Brooklyn, NY 11238
Attn: Curator of Asian Art
- ☐ Bush-Reisinger Museum
Attn: Personnel Officer
32 Quincy Street
Cambridge, MA 02138
- ☐ CA League for Handicapped
1299 Bush Street
San Francisco, CA 94109
- ☐ California Historical Society
Attn: Robin Endsley-Fen
2090 Jackson Street
San Francisco, CA 94109
- ☐ California Palace of the Legion
Attn: Personnel Officer
Lincoln Park
San Francisco, CA 94118
- ☐ California Institute of Integral
Studies
765 Ashbury Street
San Francisco, CA 94117-4013
- ☐ California State, Hayward
Attn: Career Planning &
Placement
Warren Hall, Rm. 509
Hayward, CA 94542
- ☐ California College of Arts and Crafts
Attn: Career Placement
5212 Broadway
Oakland, CA 94618
- ☐ California Academy of Sciences
Dolores Rogers
Golden Gate Park
San Francisco, CA 94118
- ☐ Cambodian Community of
San Francisco
220 Golden Gate Avenue
San Francisco, CA 94102
- ☐ Camron-Stanford House
1418 Lakeside Drive
Oakland, CA 94607
- ☐ Career Planning and
Placement Center
Stanford University
Stanford, CA 94305
- ☐ Career Action Center
445 Sherman Avenue
Palo Alto, CA 94304
- ☐ Career Services Center
123 Hahn Student
University of California
Santa Cruz, CA 95064
- ☐ Career Development
Institute
Attn: Marilyn Pique
814 Mission Street, #300
San Francisco, CA 94103
- ☐ Career Transition Center
77 Beale Street
San Francisco, CA 94111
- ☐ Career Center
Attn: Skyline College
3300 College Drive
San Bruno, CA 94066

- ☐ Career Placement
Attn: Anthony Puig
1222 University Way
Berkeley, CA 94702
- ☐ Career Placement Office
City of Oakland
City Hall
Oakland, CA 94612
- ☐ Career Resources Develop.
Center
Attn: John Kim
655 Geary Street
San Francisco, CA 94102
- ☐ Career Transition Center
77 Beale Street, Rm. F200
San Francisco, CA 94111
- ☐ Center for Southeast Asian
Refugees
875 O'Farrell Street
San Francisco, CA 94109
- ☐ China House Gallery
125 E. 65th Street
New York, NY
- ☐ China Town Youth Center
1693 Polk Street
San Francisco, CA 94109
- ☐ Chinese For Affirmative Action
17 Walter U. Lum Place
San Francisco, CA 94108
- ☐ Chinese Newcomers Service
777 Stockton Street
San Francisco, CA 94108
- ☐ Chorus America
251 S. 18th Street
Philadelphia, PA 19103
- ☐ Cincinnati Art Museum
Attn: Personnel Officer
Eden Park
Cincinnati, OH 45202
- ☐ City College of S.F.
John Adams Campus
1860 Hayes Street
San Francisco, CA 94117
- ☐ City of Berkeley
Attn: Office of Economy
1995 University Avenue
Berkeley, CA 94704
- ☐ Civil Service Commission
EEO UNIT
Rm. 151 City Hall
San Francisco, CA 94102
- ☐ Clerical and Steno Training Program
1600 Holloway Avenue
San Francisco, CA 94403
- ☐ Coalition of Hispanics for
Employment Services
c/o Yolanda Henderson
1330 Broadway, #1100
Oakland, CA 94612
- ☐ Cleveland Museum of Art
Attn: Personnel Officer
11150 East Boulevard
Cleveland, OH 44106

- ☐ College of Marin
Attn: Employment Dept.
1907 Novato Blvd.
Novato, CA 94947
- ☐ Committee for Manpower
Training
Attn: Bay Area Engineer
832 Mission Street
San Francisco, CA 94103
- ☐ Community Career Education
Center
Attn: Dan Visconti
2040 Pioneer Court
San Mateo, CA 94403
- ☐ Consortium of United Indian Nations
1404 Franklin Street
Oakland, CA 94162
- ☐ Community College Skills
Center
1250 La Salle Avenue
San Francisco, CA 94124
- ☐ Contemporary Art Museum
Attn: Personnel Officer
5216 Montrose Boulevard
Houston, TX 77006
- ☐ Control Data Corp.
YMCA
814 Mission Street
San Francisco, CA 94103
- ☐ Coyote Point Museum
Attn: Kathy Hepperman
Coyote Point Drive
San Mateo, CA 94401
- ☐ Crocker Art Museum
216 "O" Steet
Sacramento, CA 95814
- ☐ Cultural Center
Attn: Western Addition
762 Fulton Street
San Francisco, CA 94102
- ☐ Dallas Museum of Art
Attn: Personnel Officer
1717 North Warwood
Dallas, TX 75201
- ☐ Denver Art Museum, The
Attn: Personnel Officer
100 West 14th Avenue
Denver, CO 80204
- ☐ Dept. of Rehabilitation
2720 Taylor Street
San Francisco, CA 94133
- ☐ Detroit Institute of the Arts
Attn: Personnel
5200 Woodward Avenue
Detroit, MI 48202
- ☐ Dominican College
Attn: Placement Office
Kentfield, CA 94901
- ☐ Downtown CCC
Career Center
800 Mission Street
San Francisco, CA 94103
- ☐ E.D.D.
Job Listing
745 Franklin Street
San Francisco, CA 94109
- ☐ East Bay Japanese for Action
2126 Channing Way
Berkeley, CA 94704-2021
- ☐ E.O.C. of San Francisco
Job Service
70 10th Street
San Francisco, CA 94103

- ☐ East Bay Center for the Performing Arts
339 - 11th Street
Richmond, CA 94804
- ☐ East Bay Skills Center
Attn: Alicia Wilson
333 East 8th Street
Oakland, CA 94606
- ☐ El Bohemio News
Attn: Fred Rosado
3133 22nd Street
San Francisco, CA
- ☐ El Mundo - The World Newspaper
Attn: Edmundo Lopez
830 20th Street
Oakland, CA 94612
- ☐ Ella Hill Hutch Comm Ctr.
1050 McAllister
San Francisco, CA 94109
- ☐ Employment Development Department
Attn: Professional Unit
801 Turk Street
San Francisco, CA 94102
- ☐ Exploratorium, The
Attn: Administration
3601 Lyon Street
San Francisco, CA 94123
- ☐ Fair Oaks Community Center
Attn: Corinne Centero
2600 Middlefield Road
Redwood City, CA 94603
- ☐ Filipino-American Council of San Francisco
3416 - 19th Street
San Francisco, CA 94105
- ☐ Filipino-American Empl & Training Center
Attn: Sofia Prudenciado
2940 16th Street, Rm. 5B
San Francisco, CA 94103
- ☐ Filipino Immigrant Services
3982 Horner Street
Union City, CA 94587
- ☐ Fine Arts Museums
Golden Gate Park
San Francisco, CA 94118
- ☐ Fogg Art Museum
Attn: Personnel Officer
32 Quincy St.- Harv
Cambridge, MA 02138
- ☐ Fort Mason Community College
Fort Mason
San Francisco, CA 94123
- ☐ Forty Plus of No. Calif.
Career Resources
P.O. Box 6639
Oakland, CA 94603-0639
- ☐ Fullerton College
Division of Comm.
Attn: Donald Depuy
321 East Chapman Ave.
Fullerton, CA 92634
- ☐ Getty Museum, J. Paul, The
Attn: Jodi Cohen, Personnel
P.O. Box 2112
Santa Monica, CA 90460
- ☐ Golden Gate Business Association
Attn: Jim Castle
1550 California
San Francisco, CA 94109

RECRUITMENT LIST

- ☐ Golden Gate University
Attn: Career Placement
536 Mission Street
San Francisco, CA 94105
- ☐ Graduate School of Business
Attn: Placement Officer
Stanford University
Stanford, CA 94305
- ☐ Headlands Art Center
1664 Hayes Street
San Francisco, CA 94117
- ☐ Heald Technical Division
150 Fourth Street
San Francisco, CA 94103
- ☐ Hirshhorn Museum & Sculpture
Garden
Attn: Personnel Officer
Independence Ave. at 8th
Washington, DC 20560
- ☐ Hispanic Employment Program
1900 "E" Street
Washington, DC 20415
- ☐ Hispanic University
Attn: Roberto Cruz
255 E. 14th Street
Oakland, CA 94606
- ☐ Human Rights Commission
1095 Market St. #501
San Francisco, CA 94103
- ☐ Inroads/San Francisco
Attn: Ennipp Quevedo
22 Battery St. #70
San Francisco, CA 94111
- ☐ Institute of Contemporary
Arts
Attn: Personnel Officer
955 Boylston Street
Boston, MA 02115
- ☐ International Training - Project F
800 Mission Street
San Francisco, CA 94103
- ☐ Intertribal Friendship House
523 East 14th Street
Oakland, CA 94606
- ☐ Japan Society Gallery
333 East 47th Street
New York, NY 10017
- ☐ Japanese Chamber of
Commerce
Attn: Executive Secretary
685 Market St., Suite 820
San Francisco, CA 94105
- ☐ Jewish Community Museum
Attn: Ellie Hoffnagel
121 Stuart Street
San Francisco, CA 94105
- ☐ Jewish Vocational & Career
Counseling
Attn: Sandra Shuhert
870 Market Street
San Francisco, CA 94102

- ☐ Jewish Community Center
3200 California Street
San Francisco, CA 94118
- ☐ John F. Kennedy University
Attn: Career Placement
12 Altarinda Road
Orinda, CA 94563
- ☐ John Adams Community College
1860 Hayes Street
San Francisco, CA 94117
- ☐ Judah L. Magnus Mem. Museum
2911 Russell St.
Berkeley, CA 94705
- ☐ Korean Center, Inc.
Attn: Dr. Youn-Cha Shin Chey,
Ex. Director
1362 Post Street
San Francisco, CA 94109
- ☐ KQED
Attn: Resa Peay-Wainwright
2601 Mariposa
San Francisco, CA 94110-1400
- ☐ KRON
Attn: Personnel Dept.
1001 Van Ness Avenue
San Francisco, CA 94109
- ☐ La Raza National Lawyers
Association
870 Market Street
San Francisco, CA 94102
- ☐ La Raza Centro Legal
2588 Mission Street
San Francisco, CA 94110
- ☐ Laney College
Attn: Placement Center
900 Fallon Street
Oakland, CA 94607
- ☐ Los Angeles County Museum of Art
Attn: Personnel Officer
5905 Wilshire Boulevard
Los Angeles, CA 90036
- ☐ Los Padrinos Job Service
109 Minna Street, #119
San Francisco, CA 94105
- ☐ Lowie Musum of Anthropology
103 Kroeber Hall
Berkeley, CA 94705
- ☐ Mana
1201 16th Street
Washington, DC 20036
- ☐ Margrave, Debbie
Rehabilitation Coordinator
207 Skyline Blvd.
San Francisco, CA 94132
- ☐ Marin Museum of American Indians
2200 Novato Blvd.
Novato, CA 94947
- ☐ Media Alliance Group
Fort Mason, Building D
San Francisco, CA 94123
- ☐ Metropolitan Museum of Art, The
5th Avenue at 82nd Street
New York, NY 10023
- ☐ Mexican-American Community
Center
Attn: Rosamaria Hernandez
332 N. 2nd Street
San Jose, CA 94133
- ☐ Mexican Museum
Attn: Personnel Officer
Fort Mason, Building D
San Francisco, CA 94123

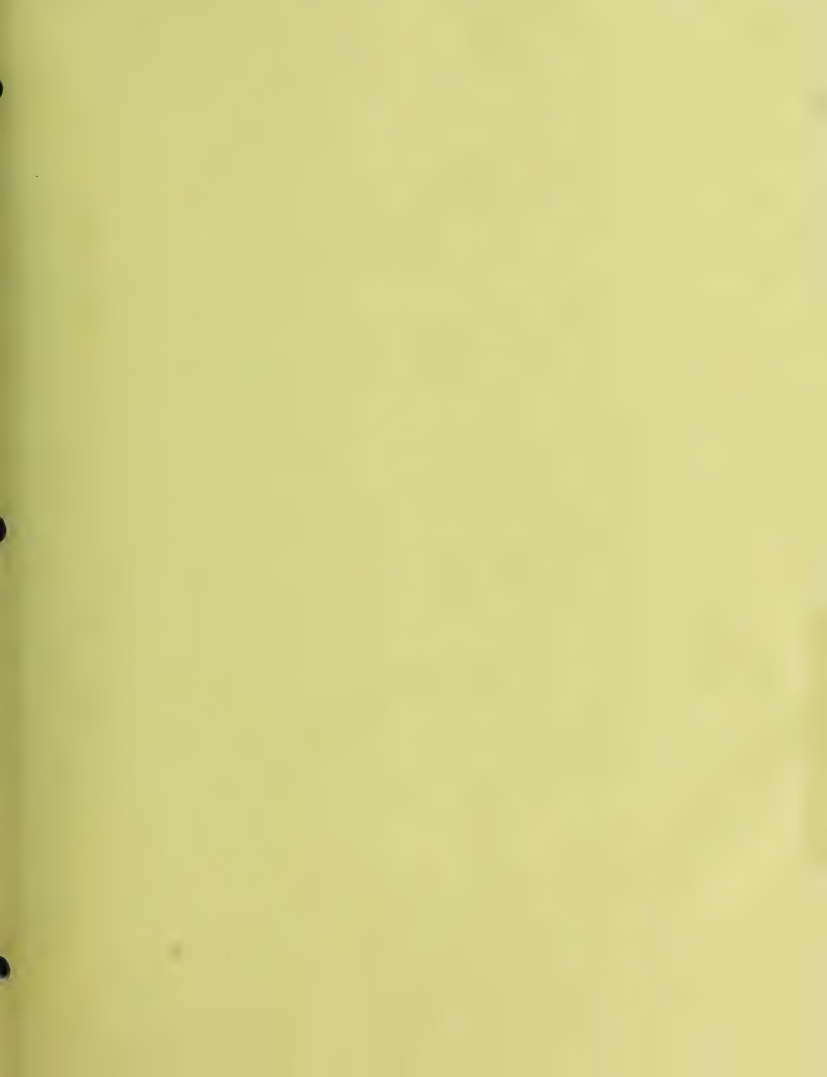
- ☐ Oceanic Society
Fort Mason, Building D
San Francisco, CA 94123
- ☐ Mills College
Attn: Career Placement
5000 MacArthur Blvd.
Oakland, CA 94613
- ☐ Minority Business Development
1 California Street
San Francisco, CA 94111
- ☐ Mission Language & Voc.
School
2929 - 19th Street
San Francisco, CA 94110
- ☐ Mission Cultural Center
2868 Mission Street
San Francisco, CA 94110
- ☐ Mission Education Projects, Inc.
3047 23rd Street
San Francisco, CA 94110
- ☐ Mission Language &
Vocational School, Inc.
2929 - 19th Street
San Francisco, CA 94110
- ☐ Mission Neighborhood Health
Center
240 Shotwell Street
San Francisco, CA 94110
- ☐ Mission Hiring Hall, Inc.
2017 Mission St., 3R
San Francisco, CA 94110
- ☐ Moca
Attn: Personnel Officer
250 S. Grant Avenue
Los Angeles, CA 90012
- ☐ Multi-Service Center for Koreans
1362 Post Street
San Francisco, CA 94109
- ☐ Museum of Modern Art, The
Attn: Personnel Officer
11 W. 53rd Street
New York, NY 10019
- ☐ Museum of Fine Arts, The
Attn: Personnel Officer
P.O. Box 6826
Houston, TX 77265
- ☐ Music & Arts Institute of
San Francisco
2622 Jackson Street
San Francisco, CA 94115
- ☐ NAACP - Regional Office
2480 Sutter Street
San Francisco, CA 94115
- ☐ NAACP-Local Office
635 Divisadero Street
San Francisco, CA 94117
- ☐ NAACP-Marin City Chapter
Ruby McIn-Wilson
103 Drake Avenue
Marin City, CA 94965
- ☐ National Dance Association
Attn: Margie Hanson
1900 Association Drive
Reston, VA 22091
- ☐ National Office of Samoan
Affairs
1855 Folsom Street
San Francisco, CA 94103
- ☐ National Opera Association
Attn: Mary Elane Wallace
Route 2, Box 196
Commerce, TX 75201

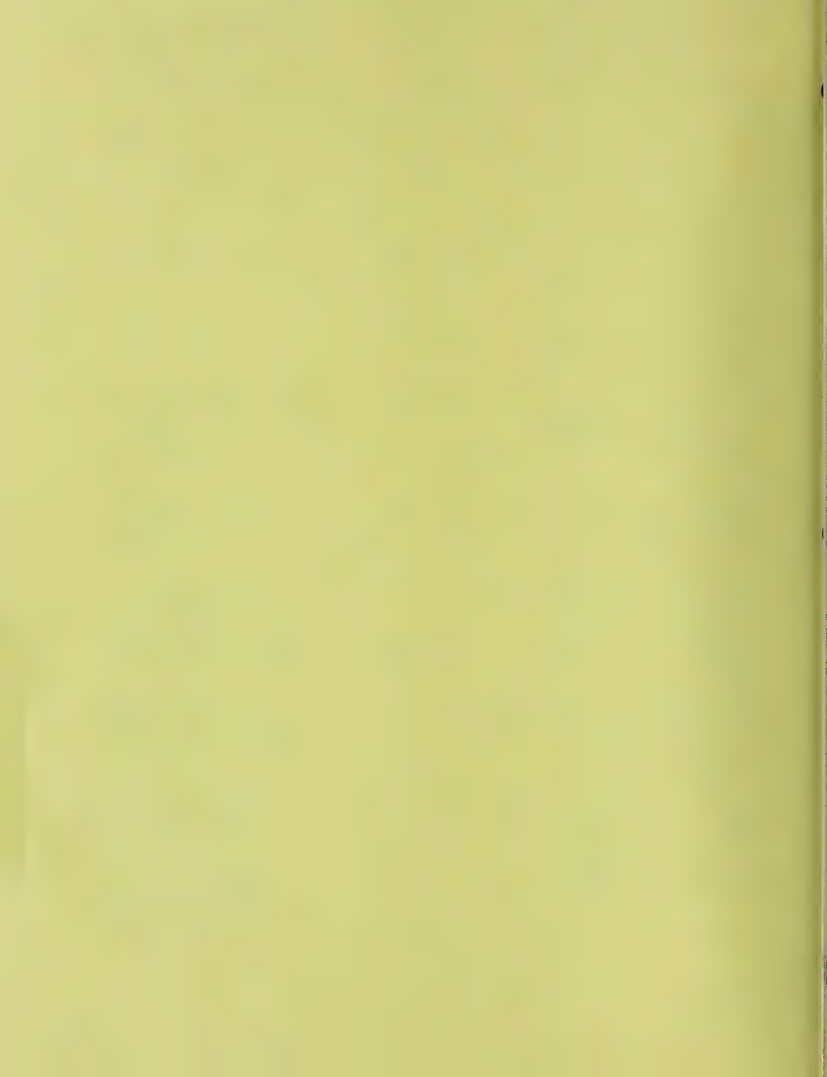
- ☐ National Gallery of Art
Attn: Personnel Officer
4th St. & Constitution
Washington, DC 20560
- ☐ National Endowment for the Arts
Attn: Nancy Hanks Center
1100 Pennsylvania NW
Washington, DC 20506
- ☐ National Assoc. of Performing Arts
130 W. 56th St.
New York, NY 10019
- ☐ National Organization for Women
P.O. Box 1267
San Francisco, CA 94101
- ☐ Nelson Atkins Museum of Art
4525 Oak Street
Kansas City, MO 64111
- ☐ New College of California
50 Fell Street
San Francisco, CA 94102
- ☐ New Oakland Committee
Attn: Ruth Jackson
505 - 14th Street
Oakland, CA 94612
- ☐ Newark Museum, The
Attn: Personnel Officer
49 Washington Street
Newark, NJ 07101
- ☐ Oakland Art Museum
Attn: Sheila McCune
1000 Oak Street
Oakland, CA 94607
- ☐ Oakland Private Industry Council
Attn: Sandra Johnson
P.O. Box 1440
Oakland, CA 94604
- ☐ Oakland Ballet
2025 Broadway
Oakland, CA 94612
- ☐ Oakland Opera
P.O. Box 569
Oakland, CA 94604
- ☐ Opera America, Inc.
Attn: Martin Kagan
777 14th Street
Washington, DC 20005
- ☐ Phillips Collection, The
Attn: Personnel Officer
1600 21st Street
Washington, DC 20009
- ☐ Opportunities Ind. Center
Attn: Mary Dawson
701 Vine Street
San Jose, CA 95110-2940
- ☐ Options for Women over 40
3543 18th Street, #6
San Francisco, CA 94110
- ☐ Pacifica Resource Center
1809 Palmetto Avenue
Pacifica, CA 94044
- ☐ PBS
1320 Braddock Place
Alexandria, VA 22314
- ☐ Philadelphia Museum of Art
Attn: Personnel Officer
P.O. Box 7647
Philadelphia, PA 1910
- ☐ Philharmonia Baroque
Orchestra
P.O. Box 77344
San Francisco, CA 94107

- ☐ Phoenix Art Museum
Attn: Personnel Officer
1625 North Central Ave.
Phoenix, AZ 85004
- ☐ Potrero Hill CDC/First Step
1060 Tennessee Street
San Francisco, CA 94108
- ☐ Precita Center
534 Precita Avenue
San Francisco, CA 94110
- ☐ Private Industry Council of
San Francisco
1049 Market St., 4th Fl.
San Francisco, CA 94103
- ☐ Public Media Center
446 Green Street
San Francisco, CA 94133
- ☐ Rainbow Grocery
1899 Mission Street
San Francisco, CA 94103
- ☐ Refugee Women's Program
220 Golden Gate Avenue
San Francisco, CA 94102
- ☐ Renaissance/Experience Plus
1453 Mission Street
San Francisco, CA 94103
- ☐ Resource Center For
Women
445 Sherman Avenue
Palo Alto, CA 94306
- ☐ Richmond Art Center
25th & Barrett Ave.
Richmond, CA 94804
- ☐ Rosenberg Emigre
School/J.V.S.
Attn: Jim Kennedy
Training Director
5133 Geary Blvd.
San Francisco, CA 94118
- ☐ S.F. Symphony
Attn: Joy Robinson
Davies Symphony Hall
San Francisco, CA 94102
- ☐ S.F. Zoological Gardens
Attn: Public Relations
Sloat Blvd. at Pacific
San Francisco, CA 94132
- ☐ S.F. Art Institute
800 Chestnut Street
San Francisco, CA 94133
- ☐ S.F. Ballet
Personnel
455 Franklin Street
San Francisco, CA 94102
- ☐ S.F. Comm./Status of Women
1170 Market St., 6th Fl.
San Francisco, CA 94102
- ☐ S.F. Hispanic Chamber of
Commerce
2601 Mission St., 9th Fl.
San Francisco, CA 94110
- ☐ S.F. Job Club
Attn: Skip Charbonneau
745 Franklin St., Lower Lv.
San Francisco, CA 94102
- ☐ S.F. Museum of Modern Art
Attn: Pat Brady
401 Van Ness Ave.
San Francisco, CA 94102-458

- ☐ S.F. Opera Guild
Attn: Barbara Woods
War Memorial Opera House
San Francisco, CA 94102
- ☐ S.F. Unified School District
Attn: Career & Occupation
110 Bartlett Avenue
San Francisco, CA 94110
- ☐ S.F. Development Corp
1426 Fillmore St.
San Francisco, CA 94117
- ☐ Salvation Army
1450 Powell Street
San Francisco, CA 94133
- ☐ San Francisco City College
Attn: Career Center
50 Phelan Ave., Science
San Francisco, CA 94112
- ☐ San Diego Museum of Art
Attn: Personnel Officer
P.O. Box 2107
San Diego, CA 92112
- ☐ San Francisco State University
Attn: Placement Center
1600 Holloway Avenue
San Francisco, CA 94132
- ☐ San Francisco Black Chamber of
Commerce
1700 California Street
San Francisco, CA 94105
- ☐ San Francisco State
Museum Studies
Attn: Prof. Ellis
1600 Holloway Avenue
San Francisco, CA 94132
- ☐ Seattle Art Museum
Attn: Personnel Officer
Volunteer Park
Seattle, WA 98112
- ☐ Smithsonian Institution
Attn: Personnel Officer
900 Jefferson Drive
Washington, DC 20560
- ☐ Solomon R. Guggenheim Museum
Attn: Personnel Officer
1071 Fifth Avenue
New York, NY 10128
- ☐ Spanish-Speaking Citizens
Attn: Ms. Flores
1900 Fruitvale, Suite 1
Oakland, CA 94601
- ☐ Spencer Museum of Art
University of Kansas
1301 Mississippi Street
Lawrence, KS 66045
- ☐ St. Louis Art Museum, The
Attn: Personnel Officer
Forest Park
St. Louis, MO 63110
- ☐ Swords to Plowshares
Veterans Rights
400 Valencia Street
San Francisco, CA 94103
- ☐ Theatre Bay Area
2940 16th Street
San Francisco, CA 94103
- ☐ Tradeswomen, Inc.
1021 Sanchez
San Francisco, CA 94114
- ☐ TY Plus of No. California
7440 Lockheed
Oakland, CA 94614

- ☐ UCLA, Career Development Unit
405 Hilgard Avenue
Los Angeles, CA 90024-1573
- ☐ United Way (Bay Area)
Attn: Ms. Martinex
410 Bush Street
San Francisco, CA 94108
- ☐ Univ. of California
3rd and Parnassus
San Francisco, CA 94118
- ☐ University of California
Placement Center
Berkeley, CA 94720
- ☐ University of San Francisco
Attn: Career Planning
2130 Fulton Street
San Francisco, CA 94103
- ☐ Univ. of CA, Medical Ctr.
Attn: Admin./Personnel
1350 - 7th Avenue
San Francisco, CA 94143
- ☐ Vetrans Administration
Career Placement Office
211 Main Street
San Francisco, CA 94105
- ☐ Veteran's Center
25 Van Ness Avenue
San Francisco, CA 94102
- ☐ Vista College
2020 Milvia, Room 202
Berkeley, CA 94704
- ☐ Walden House, Inc.
Attn: Dolores Alvarez
1840 Van Ness, #5
San Francisco, CA 94109
- ☐ Walker Art Center
Attn: Personnel Officer
Vineland Place
Minneapolis, MN 55202
- ☐ Whitney Museum of American Art
Attn: Personnel Officer
945 Madison Avenue
New York, NY 10021
- ☐ Women in Apprenticeship
Attn: Sara Tuttle
1095 Market Street
San Francisco, CA 94103
- ☐ Women's Resource Center
31 Gough Street
San Francisco, CA 94103
- ☐ Women's Foundation, The
Attn: Administration
3543-18th Street
San Francisco, CA 94110
- ☐ Women's Building/Job Listing
3543 18th Street
San Francisco, CA 94110
- ☐ Yale University Art Gallery
1111 Chapel Street
New Haven, CT 06520
Attn: Curator of Asian Art
- ☐ Young Community Developers
Attn: Dr. Toye Moses
1715 Yosemite Avenue
San Francisco, CA 94124
- ☐ Youth Service
Attn: Fred Hansen
Program Director
25 14th Street
San Francisco, CA 94103



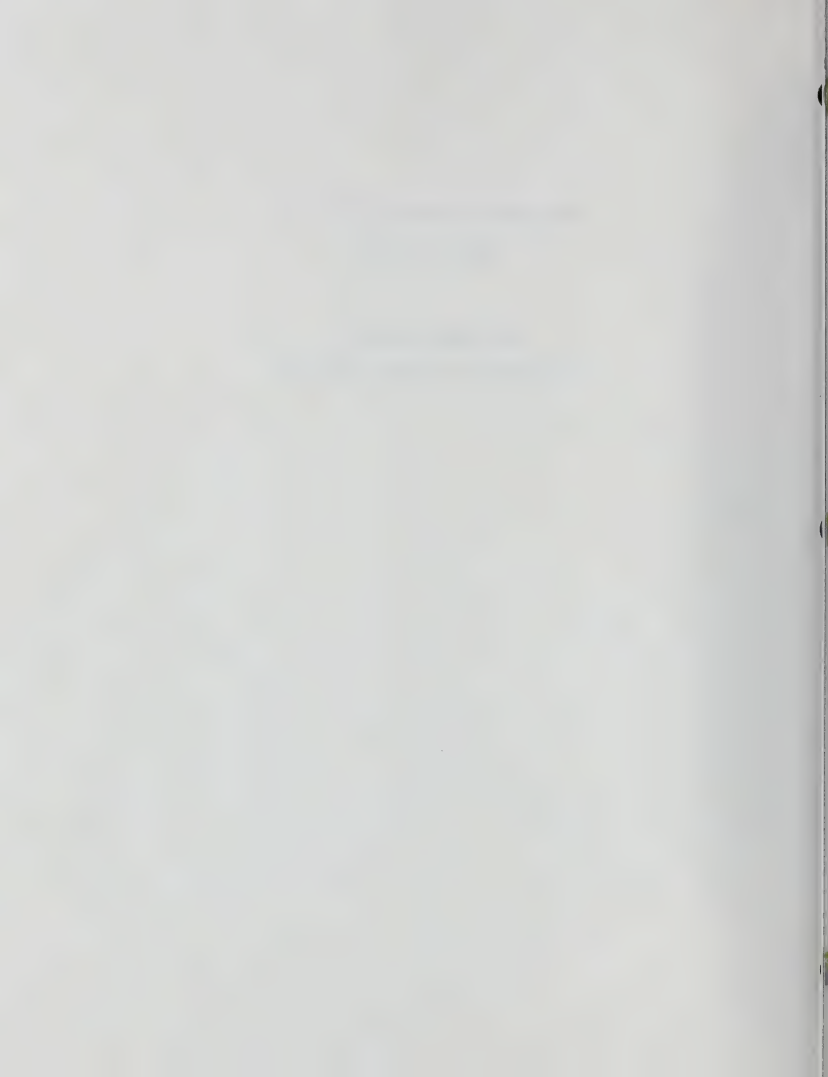


DEPARTMENTAL AFFIRMATIVE ACTION PLAN

ASSESSOR'S OFFICE

DORIS WARD, ASSESSOR

TOMMIE WHITLOW, EXECUTIVE ASSISTANT



AFFIRMATIVE ACTION - PLAN OUTLINE

- I. Introduction
- II. EEO/AA Policy Statement
- III. Designation of Responsibilities
- IV. Utilization Analysis
- V. Narrative Discussion
- VI. AA Goals
- VII. AA Programs
- VIII. Auditing and Monitoring
- IX. Dissemination

ASSESSOR'S OFFICE AFFIRMATIVE ACTION PLAN

I. INTRODUCTION

The Assessor's Office operates under the mandate of Article XIII and Article XIII A of the State Constitution, supplemented by the California Revenue and Taxation Code the regulations of the State Board of Equalization. This department is responsible for the full assessment of both real and personal property; and for the uniform, accurate and equitable assessment of all such property. The Assessment Roll for 91-92 is valued at approximately 48 billion dollars, which will generate about 504 million dollars in property tax revenue during the current budget year. This is the largest single source of revenue for City Government and is used to finance essential public services which depend on the General Fund.

The Assessor's Office is organized in five major Divisions:

- * Administrative
- * Real Property
- * Personal Property
- * Technical Services
- * Standards

For 1992-93 the Assessor's Office has been authorized 110 permanent employees who are to be funded through the City's General Fund. There are 104 current employees.

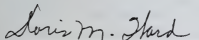
The only special consideration which affects the department's hiring procedures is the requirement in the State Revenue and Taxation Code that the Auditors and Appraisers must qualify for and receive a State of California Appraisers Certificate in accordance with the standards of the State Board of Equalization.

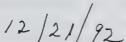
II. STATEMENT OF POLICY

It is the policy of the Assessor's Office to afford equal opportunity for employment to all individuals regardless of race, religion, sex, national origin, ethnicity, age, disabilities, political affiliation, or sexual orientation. It is our goal to implement an Affirmative Action Plan and to ensure that this department will comply with the Affirmative Action policies of the Mayor, the Board of Supervisors, the Civil Service Commission, the Human Rights Commission, and with relevant Federal, State, and local laws and guidelines. This action plan will be shared with the Senior Management Staff.

To accomplish this task, the department will use Affirmative Action to:

- * Recruit, hire and promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, age, disabilities, political affiliation, or sexual orientation.
- * Base decisions on employment so as to further the principle of equal employment.
- * Ensure that all personnel actions such as classification, compensation, benefits, transfers, layoffs, reinstatements, assignments and disciplinary actions will be administered without discrimination.
- * Ensure that all facilities and opportunities of the Assessor's Office are available to all employees on a non-discriminatory basis for training, education and professional development.


Doris M. Ward
Assessor


Date

III. DESIGNATION OF RESPONSIBILITY

- A. Doris M. Ward, Assessor, will have the responsibility, as the department head, for the overall administration of the Affirmative Action Program, and will provide policy direction for the program. In addition she will:
 - 1. Designate an Affirmative Action Coordinator and evaluate her progress. (Tommie Whitlow)
 - 2. Ensure that policy decisions of the departments are consistent with the Affirmative Action Plan.
- B. Tommie Whitlow, Executive Assistant, is designated as the Affirmative Action Coordinator for the department, and will:
 - 1. Develop and implement a written Affirmative Action Plan;
 - 2. Ensure the plan is distributed to management personnel in the department; will collect and analyze employment data, identify problem areas, and develop goals and time tables;
 - 3. Prepare periodic reports as required, and serve as liaison between departmental staff, the Civil Service Commission, the Human Rights Commission and other agencies;
 - 4. Stephen Dunbar, Assistant Assessor, will assist the promotions, interviews, and other such actions to ensure that the non-discriminatory policy is effective; and Mabel Dang, Senior Payroll Clerk, will assist in preparing statistical data and required reports.
 - 5. Instruct Larry Eppinette to place advertisements in minority owned newspapers.
- C. Management personnel, primarily the Division Chiefs and their Assistant Division Chiefs, will coordinate equal employment opportunity within their divisions, ensuring that appropriate training reaches the first line of supervisory staff, and will:
 - 1. Assist in the coordination, collection and analyzing of employment statistics;
 - 2. Assist the Coordinator in ensuring that artificial barriers in hiring or promoting employees of color and women applicants are eliminated;
 - 3. Assist in establishing nondiscriminatory training and professional development programs.

IV. UTILIZATION ANALYSIS OF WORKFORCE

The following Tables indicate the current composition of this department's workforce:

Table 1 Total Department by Statistics

Administrators	8
Professionals	58
Technicians	2
Office and Clerical	33
Elected and Exempt	3

Table 2 Total Division Statistics

The number of Technicians and the number of Elected and Exempt appear to be too small to be statistically significant. The number of Administrators is also small, but is more significant. In the Administration group there are two white males, three African American females, two Asian females one Hispanic female. In the Professional group there is an obvious disparity in the number of white males, and the under-representation of African Americans, Hispanics and females. The Asian and Filipino groups are over-represented in the Office. White males are under represented as a whole. But, they are over represented in higher classifications. The current budget crunch presents a real challenge in attempting to improve the disparity in employee's ethnicity. As a result, a time table is not projected with the commitment for equal opportunity in the Assessor's office.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	25 23.1%			
Black	7 6.5%	9.9%	-3.4	YES
Hispanic	10 9.3%	11.2%	-1.9	YES
Asian	30 27.8%	15.3%		
Filipino	36 33.3%	5.4%		
Amer Indian	0 0%	0.4%	-0.4	NO

By Gender .

Male	65 60.2%			
Female	43 39.8%	45.2%	-5.4	YES

Total 108

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Officials and Administrative

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>3</u>	<u>60%</u>			
<u>Black</u>	<u>1</u>	<u>20%</u>	<u>9.9</u>		
<u>Hispanic</u>	<u>0</u>	<u>0%</u>	<u>11.2</u>	<u>-11.2</u>	<u>YES</u>
<u>Asian</u>	<u>1</u>	<u>20%</u>	<u>15.3</u>		
<u>Filipino</u>	<u>0</u>	<u>0%</u>	<u>5.4</u>	<u>- 5.4</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4</u>	<u>- 0.4</u>	<u>NO</u>
By Gender					
<u>Male</u>	<u>4</u>	<u>80%</u>			
<u>Female</u>	<u>1</u>	<u>20%</u>	<u>45.2</u>	<u>-25.2</u>	<u>YES</u>
<u>Total</u>	<u>5</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: PROFESSIONALS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>17</u>	<u>27.4%</u>			
<u>Black</u>	<u>1</u>	<u>1.6%</u>	<u>9.9</u>	<u>-8.3</u>	<u>YES</u>
<u>Hispanic</u>	<u>3</u>	<u>4.8%</u>	<u>11.2</u>	<u>-6.4</u>	<u>YES</u>
<u>Asian</u>	<u>14</u>	<u>22.6%</u>	<u>15.3</u>		
<u>Filipino</u>	<u>27</u>	<u>43.5%</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4</u>	<u>-0.4</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>47</u>	<u>75.8%</u>			
<u>Female</u>	<u>15</u>	<u>24.2%</u>	<u>45.2</u>	<u>-21.0</u>	<u>YES</u>
<u>Total</u>	<u>62</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

4261 Real Property Appraiser (17)

4220 Personal Property Auditor (13)

4222 Senior Personal Property Auditor (12)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Technicians

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>0</u>	<u>0%</u>			
<u>Black</u>	<u>0</u>	<u>0%</u>	<u>9.9</u>	<u>-9.9</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>0%</u>	<u>11.2</u>	<u>-11.2</u>	<u>NO</u>
<u>Asian</u>	<u>2</u>	<u>100%</u>	<u>15.3</u>		
<u>Filipino</u>	<u>0</u>	<u>0%</u>	<u>5.4</u>	<u>-5.4</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4</u>	<u>-0.4</u>	<u>NO</u>

By Gender

Male 2 100%

Female 0 0% 45.2 -45.2 NO

Total 2

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Office and Clerical

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>2</u>	<u>5.6%</u>			
<u>Black</u>	<u>5</u>	<u>13.9%</u>	<u>9.9</u>		
<u>Hispanic</u>	<u>7</u>	<u>19.4%</u>	<u>11.2</u>		
<u>Asian</u>	<u>13</u>	<u>36.1%</u>	<u>15.3</u>		
<u>Filipino</u>	<u>9</u>	<u>25%</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4</u>	<u>-0.4</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>9</u>	<u>25%</u>			
<u>Female</u>	<u>27</u>	<u>75%</u>	<u>45.2</u>		
<u>Total</u>	<u>36</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

4202 Assessment Clerk (21)
4203 Senior Assessment Clerk (6)
1436 Senior Clerk Typist (6)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: ELECTED OR EXEMPT

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>3</u>	<u>100%</u>			
<u>Black</u>					
<u>Hispanic</u>					
<u>Asian</u>					
<u>Filipino</u>					
<u>Amer Indian</u>					
<u>By Gender</u>					
<u>Male</u>	<u>3</u>	<u>100%</u>			
<u>Female</u>	<u>0</u>	<u>0%</u>			
<u>Total</u>	<u>3</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

4290 Assessor

4282 Chief Assistant Assessor

1518 Confidential Secretary to the Assessor

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: 4202 Assessment Clerk

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>1</u>	<u>4.8%</u>			
<u>Black</u>	<u>4</u>	<u>19.0%</u>	<u>9.9</u>		
<u>Hispanic</u>	<u>3</u>	<u>14.3%</u>	<u>11.2</u>		
<u>Asian</u>	<u>10</u>	<u>47.6%</u>	<u>15.3</u>		
<u>Filipino</u>	<u>3</u>	<u>14.3#</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4</u>	<u>-0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>6</u>	<u>28.6%</u>		
<u>Female</u>	<u>15</u>	<u>71.4%</u>	<u>45.2%</u>	

<u>Total</u>	<u>21</u>			
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

V. NARRATIVE DISCUSSION - AFFIRMATIVE ACTION PLAN

Assessor Ward is committed to achieving equity in the workplace. The current makeup of the office is unacceptable, but it cannot be corrected overnight. Assessor Ward has planned to meet with her Division Chiefs to discuss how accommodations can be made to hire qualified African-Americans, Hispanics and women for open positions. The classifications where African-Americans, Hispanics, and women are under-represented are in civil service positions. Qualified applicants will have to pass civil service examinations.

It is clear that:

1. Appraisal organizations are good recruiting sources;
2. Sensitive panels which represent the San Francisco Community are imperative;
3. Emphasis must be placed on recruitment of trainees as auditors and appraisers by requesting Third World audio stations to announce job openings in their community service time slots;
4. Identify key persons in professional organizations, personnel in the state colleges and universities and women's organizations to refer under represented ethnic groups. There is no disparity in salaries based upon ethnicity or gender in the classifications. Therefore the issue will not be addressed at this time;

Assessor Ward inherited an integrated office, and it will continue to be integrated with adjustments which reflect the ethnic composition of the City and County of San Francisco.

VII. AFFIRMATIVE ACTION PROGRAM

Assessor Doris M. Ward is committed to equal employment and equity in the work place. She has already instructed her Confidential Secretary to send copies of all job announcements to Third World newspapers, radios, and special interest groups in an effort to ensure that the office resemble the ethnicity of San Francisco City and County.

Assessor Ward has decided to use Civil Service, the California Association of Assessors, and selected members of the San Francisco Business community as panelist to interview all professional and promotable technicians. In doing so, she will ensure equal opportunity for all regardless of race, creed, origin, gender, sexual orientation, or disability.

Because the management staff, for the most part, should be certified by the State, most promotable positions require assessment experience. Therefore, Assessor Ward is committed to hiring Third World applicants and women as trained appraisers and auditors. Once she starts to court special interest groups, they will work with their members to pass the Civil Service exams.

The challenge for the Assessor's office is to begin to hire the underrepresented Third World applicants as professionals and administrators, with the diligence of Assessor Ward, the challenge will be met with vigor and success. It is noteworthy that Assessor Ward has taken the 4269 and 4268 job descriptions and asked a couple of of her peers to review them for meeting the needs of her office without excluding Third World applicants.

The State Board of Equalization requires all technicians to have 24 hours of training each year. This office has been different in that area. Assessor Ward has mandated that all employees will receive training for personal enrichment and professional development. To date, all employees have been given an opportunity to sign up for In-house training, "Change of Ownership" classes and Stress Management seminars.

Professional training classes and conferences are assigned strictly on the basis of professional development and office and/or unit needs.

The Assessor has a suggestion box for employees as well as the public. Suggestions are passed out at each staff meeting to the appropriate senior manager to research and make a recommendation to the Assessor. Suggestions may be signed or are accepted without signatures.

VI. AFFIRMATIVE ACTION GOALS

There are no time tables to attain equity in the Assessor's office, but there is a commitment to strive for equity. All known available resources will be used to:

1. Make sure the qualified Hispanics, African Americans, and women are made aware of employment opportunities. This has already begun.
2. Hire trainees so that they can acquire the experience necessary to be promotable to management positions.
3. Hire employees at all levels who understand the need for equity in the work place.
4. Offer training opportunities for professional development. Career counselling has already begun.
5. Identify competent employees (Third World) and keep them.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: ASSESSOR

Anticipated Vacancies: Number and description.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>	<u>104 Emp</u>
<u>Black (-3)</u>	<u>2</u>	<u>9</u>	<u>8.7</u>	<u>-1.2</u>
<u>Hispanic (-2)</u>	<u>1</u>	<u>11</u>	<u>10.6</u>	<u>- .6</u>
<u>Women (-5)</u>	<u>2</u>	<u>45</u>	<u>43.6</u>	<u>-1.6</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Officials and Administrators

If by division, identify: _____

Anticipated Vacancies: Number and description.

4268

4269

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic (-1)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Women (-1)</u>	<u>2</u>	<u>2</u>	<u>25</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Professionals

If by division, identify:

Anticipated Vacancies: Number and description.

The only movement will be with appraiser trainee 4260

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black (-5)	<u>1</u>	<u>10</u>	<u>9.6</u>
Hispanic (-4)	<u>1</u>	<u>11</u>	<u>10.6</u>
Women (-13)	<u>1</u>	<u>46</u>	<u>44.2</u>

Goals may include accomplishments made since 7/1/91.

VIII. AUDITING AND MONITORING

There is no formal program to audit and/or monitor the Affirmative Action Program. The Assessor has been candid with Senior Management in expressing her concern for equity in each division. As long as there are no old Civil Service lists when positions become available, the under represented ethnic groups will have a better chance for equal opportunity.

As changes are made in personnel, these changes will be updated on the Affirmative Action Plan distributed to senior management.

IX. DISSEMINATION OF AFFIRMATIVE ACTION PLAN

The coordinator will present the Affirmative Action Plan to the Assessor who will sign it. The Assessor will present the plan to Chiefs and Assistant Chiefs at one of her regularly scheduled staff meetings. Initially, she will invite Eugene Freeman to attend staff meetings on a quarterly basis (every three (3) months), once when she presents the plan, thereafter on an annual basis during her "Person Power" (manpower) staff meeting. She will also ask Eugene Freeman to take part and learn the dynamics of Senior Management meetings.

The Affirmative Action Plan Policy Statement will become a part of the Department's Handbook once it is developed.



CHIEF ADMINISTRATIVE OFFICER
AFFIRMATIVE ACTION PLAN

APRIL 1992

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ATTACHMENTS

FY 88/89 Affirmative Action Goals
EEO/AA Policy Statement
Sexual Harassment Ordinance
Racial Slur Policy
How to File a Discrimination Complaint
CSC Rule 1, Section 1.03(f)
CCSF Administrative Code Chapter 16, Section 16.9-25

INTRODUCTION

Equal Employment Opportunity (EEO) is based upon the principle that all persons should be judged on the basis of their individual merit and ability, without considering factors unrelated to job performance. During recent years, it has become more clearly understood how employment discrimination may occur in many though subtle and unintended ways. Employment statistics show that prohibition of overt discriminatory acts and provision of equal treatment will not guarantee equality of opportunity in employment. Positive programs of affirmative action are required to eliminate systematic discrimination and make equal opportunity a reality.

Equal employment opportunity is a condition, whereas affirmative action is the means by which that condition is achieved and maintained. Affirmative action is a program of inclusion rather than exclusion, reinforcing merit employment concepts by assuring that all persons have real equality of opportunity for employment and advancement.

This document sets forth the course of action the CAO Department will take to meet the desired objective of true equal employment opportunity in all aspects of employment.

We affirm the City and County of San Francisco's commitment to good faith efforts for attaining the goals indicated and will work in concert with the Civil Service Commission to accomplish their goal.

It is our intent to support the objectives of this AA Program and a work environment without discrimination.

The AA Program will be updated and revised according to experience, revised laws and regulations or their evolving interpretation, and better understanding of effective approaches which assure equal employment opportunity.

POLICY EEO/AA

It is the policy of the City and County of San Francisco and the Chief Administrative Officer to provide Equal Employment Opportunity to all qualified persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, handicap, political affiliation and sexual orientation, color, marital status, or medical condition (cancer related).

Equality of opportunity shall be afforded and based solely on a person's individual merit and ability without consideration of factors unrelated to job performance.

Accordingly, CAO departments shall provide equal opportunity for all persons in all aspects of employment, including recruitment, hiring, promotion, transfer, training, compensation, benefits, working conditions, reduction-in-force, reinstatement, and all other matters of employment.

Sexual harassment of a city employee or applicant for employment by a city official or employee is prohibited. Sexual harassment may include but is not limited to verbal, physical, visual harassment or request for sexual favors or unwanted sexual advances. Any other behavior which constitutes sexual harassment by city officials and employees is also prohibited.

THE SAN FRANCISCO ADMINISTRATIVE CODE AS AMENDED AND PERTAINING TO EEO/AA POLICY IS INCORPORATED BY REFERENCE INTO THIS AA PLAN.

SCOPE AND RESPONSIBILITIES

The Mayor as the executive officer of the City and County of San Francisco has designated responsibility for enforcement of its Affirmative Action Program to the Civil Service Commission (CSC) as the Employment and Personnel department. The Mayor has also called for support of managers in each department to administer the AA Plan.

The Chief Administrative Officer (CAO) has administrative responsibility for CAO departments' Affirmative Action Program and has designated an Affirmative Action Coordinator to provide technical assistance and to communicate EEO policies and Affirmative Action Plans to CAO Departments, Program Managers and Program Administrators within CAO departments.

Similarly, departments under the jurisdiction of the CAO are required by the CSC to have an Affirmative Action plan and now meet this requirement.

These include:

- o CAO
- o Public Administrator/Guardian
- o Department of Electricity
- o Medical Examiner/Coroner
- o Department of Agriculture, Weights and Measures
- o Recorder's Office
- o Registrar of Voters
- o Convention Facilities Management
- o Real Estate
- o Grants to the Arts Program
- o Risk Management Program
- o Solid Waste Program
- o Moscone Center Expansion Program

Department Managers will be evaluated on basis of their EEO efforts and those results used as a factor of job performance along with other job related criteria.

POLICY DISSEMINATION

The EEO Policy and AA Program will be communicated to all current employees via staff meetings and to all new employees via orientation meetings. This AA Program will be available in all applicable CAO Departments and, made available to all employees and other interested parties upon request.

The CAO's AA Coordinator, in conjunction with department AA Coordinators, and Department and/or program managers will periodically hold special meetings with department personnel to fully explain the City and County of San Francisco's EEO policy, AA Program and individual responsibilities for program effectiveness.

The EEO policy statement signed by the Chief Administrative Officer will be posted on official bulletin boards. The "EEO is the Law" poster shall also be displayed and the name and telephone number of the AA Coordinator to contact for information.

GOALS

Goals should not to be construed as rigid employment "quotas". They are flexible objectives in employment and should be realistically set so that they will be attainable through affirmative good faith efforts.

The CSC analyzes current workforce compositions by sex and race/ethnic groups. The CAO and department AA Coordinators shall coordinate department information, work in concert with CSC to determine where underutilization exists within that department and establish appropriate department goals. These goals will be updated annually.

The FY 88-89 goals for departments covered by this plan are attached.

REPORTS/EVALUATIONS

A reporting system to evaluate AA Program progress is essential. Departments are required to maintain an audit and reporting system to measure the success of the AA Programs and to ensure that appropriate goals are set for effective Affirmative Action. All employment activities will be monitored and will be reported to the CAO's Affirmative Action Coordinator. The Affirmative Action Coordinator will evaluate and report quarterly all employment, promotion and transfer decisions to ensure compliance with program goals. If it appears any deviation has occurred, the Affirmative Action Coordinator will work with the responsible manager to correct the problem.

Quarterly progress reports will be provided to CAO and Department Manager and Annual Reports prepared for the CAO and CSC.

COMPLAINTS OF DISCRIMINATION

When an employee or manager has a question regarding any employment practice or believes that an employment condition is discriminating or unfair, the employee or manager is encouraged to make such beliefs known without fear of reprisal or recrimination.

Employees or applicants may file a complaint alleging discrimination against them, as a result of unlawful employment practices.

Employees may secure assistance from AA Coordinators and if applicable file formal charges of discrimination with the Department Manager and/or CSC EEO Unit.

All complaints must be filed in accordance with the requirements and procedures established in CSC Rule 1, Section 1.03 (F). (Attached) and S.F. Administrative Code Chapter 16 Section 16.9-25 (Attached).

Complaints must be filed within thirty(30) calendar days of alleged discriminatory action or within thirty(30) calendar days of date complainant should have been aware of the alleged violations.

If the Complaint is made to the CSC, a letter detailing the complaint must be forwarded to:

General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

The letter must be dated, include complainant's name, classification, where employed, basis of alleged discrimination and specific effects.

The letter must also contain narrative addressing particulars of the charge and must request an official investigation by the Department Manager and/or CSC.

Additional information or clarification of these procedures may be obtained from the Department AA Coordinator or CSC, EEO Unit and posted on Department bulletin boards.

JOB CLASSIFICATION

Department Managers and the Civil Service Commission shall review Department job classifications periodically to assure job relatedness of all requirements.

Where underutilization is shown to exist, modification of job requirements, restructuring of jobs, and or redesign of the classification will be evaluated and implemented where appropriate.

RECRUITING

The CSC will continue to assume primary responsibility for coordinating recruitment of minorities and women in categories of underutilization. Department Managers shall work in concert with CSC to explore recruitment sources and techniques to reach potential applicants from under-represented groups. Women and protected race/ethnic groups will be encouraged to seek career opportunities with City and County of San Francisco.

SELECTION PROCEDURES

Selection procedures will conform to the guidelines established by CSC AA plan.

o Civil Service

Department Managers will be encouraged to utilize the new certification rules to implement affirmative action when making appointments from CSC eligible list.

o Non Civil Service

In the absence of eligible lists, departments are encouraged to recruit applicants from underutilized groups.

Civil Service will monitor all non-civil service appointments, reviewing department selection and affirmative action efforts.

The combined criteria of merit, affirmative action and seniority will be used for promotive non-civil service appointments. The EEO unit will review and assist in recruitment and referrals.

TRAINING/COUNSELING AND INFORMATION

Training/Counseling and Information is available through Department Managers or the CSC EEO Unit. Interested employees may discuss training and educational opportunities to improve skills, advancement and cross career mobility with their supervisors and/or their departmental personnel officer. Women and protected race/ethnic groups are encouraged to inquire.



NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S
EEO/AA PERFORMANCE

The overall utilization for the total department is very close to parity with the available labor market.

For each of our non-civil service recruitments, we circulate "position available" flyers to an EEO/outreach mailing list that we developed with the assistance of the Civil Service Commission. We seek and attain diversity on each of our interview panels, and we advertise in minority newspapers when funds allow. We encourage upward mobility among current employees of our department, including members of minority groups.

This past year we have hired or promoted 11 employees while 7 have left the department. The net result of these changes is:

- 2 additional Black females, both at a professional level
- 1 promotion of a Hispanic male, at a professional level
- 1 promotion of a Black female, at a clerical level
- 1 hiring of a female of East Indian descent at a professional level

We have therefore already met our 1993 goal of one Hispanic hire/promotion and two of the three females that were our goal. We have not met our goal as to one Filipino and one Black, and these will remain a goal for next year. We will expand our outreach efforts to these communities for our future recruitments.

We are pleased with our progress to date and will continue our efforts in the future.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>18 (50.0%)</u>			
<u>Black</u>	<u>4 (11.1%)</u>	<u>9.9%</u>		<u>no</u>
<u>Hispanic</u>	<u>4 (11.1%)</u>	<u>11.2%</u>		<u>no</u>
<u>Asian</u>	<u>6 (16.7%)</u>	<u>15.3%</u>		<u>no</u>
<u>Filipino</u>	<u>4 (11.1%)</u>	<u>5.4%</u>		<u>no</u>
<u>Amer Indian</u>	<u>0 (0.0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>19 (52.8%)</u>			
<u>Female</u>	<u>17 (47.2%)</u>	<u>45.2%</u>		<u>no</u>
<u>Total</u>	<u>36</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Officials and Administrators

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>11 (73.3%)</u>			
<u>Black</u>	<u>1 (6.7%)</u>	<u>9.9%</u>	<u>-3.2%</u>	<u>yes</u>
<u>Hispanic</u>	<u>0 (0%)</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>yes</u>
<u>Asian</u>	<u>3 (20.0%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>0 (0%)</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>yes</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>11 (73.3%)</u>			
<u>Female</u>	<u>4 (26.7%)</u>	<u>45.2%</u>	<u>-18.5%</u>	<u>yes</u>
<u>Total</u>	<u>15</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>9765 - (6) Asst VI</u>	<u>A557 - (2) Deputy Fiscal Officer</u>
<u>9766 - (2) Asst VII</u>	<u>1182 - (1) CAO</u>
<u>9767 - (1) Asst VIII</u>	<u>A565 - (1) Hotel Tax Admin.</u>
<u>1180 - (1) Ex. Asst.</u>	
<u>1880 - (1) Chief of Systems</u>	



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL
SAN FRANCISCO
CALIFORNIA 94102
415/554-4851

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

It is the policy of the City and County of San Francisco and the Chief Administrative Officer to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, color, marital status, or medical condition. Discrimination also is prohibited on the basis of Acquired Immune Deficiency Syndrome (AIDS), Aids-Related Conditions (ARC), and Human Immunodeficiency Virus Infection (HIV).

Furthermore, the Chief Administrative Officer is committed to a strong Affirmative Action program, to remove barriers that have operated in the past to preclude employment opportunities to certain groups who have experienced discriminatory practices, and to increase the utilization of the skills and talents of minorities and women.

The Chief Administrative departments shall provide equal opportunity for all persons in all aspects of employment, including recruitment, testing, hiring, promotion, transfer, training, compensation, benefits, working conditions, reduction-in-force, reinstatement, and all other matters of employment. Equality of opportunity shall be based solely on a person's individual merit and ability without consideration of factors unrelated to job performance.

It is the responsibility of all Chief Administrative Department managers and supervisors to carry out the equal employment opportunity and affirmative action policy. All employees are responsible for ensuring that the City and County of San Francisco maintains a discrimination-free work environment.

A handwritten signature in dark ink, appearing to read "R. Nothenberg", written over a horizontal line.

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

Revised 6/90: Effective until further notice.



OFFICE OF

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POLICY PROHIBITING SEXUAL HARASSMENT

The Chief Administrative officer and the departments and program reporting to the CAO have adopted the City's policy prohibiting sexual harassment. That policy is found in the Administrative Code Section 16.9-25 and reads as follows:

Prohibiting Sexual Harassment of City Employees;
Establishing a Complaint Procedure; Providing for
Disciplinary Action; Requiring Distribution of the
Policy; Interpretation.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

1. verbal harassment, e.g., epithets, derogatory comments or slurs;
2. physical harassment, e.g., assault impeding or blocking movement, gestures, or any physical interference with normal work or movement;
3. visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
4. requests for sexual favors or unwanted sexual advances;

When the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employees, or is an explicit or implicit term of condition of employment.

(c) For the purpose of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment;

1. failing to take corrective action when the officials or supervisory employee know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subject to prohibited sexual harassment on the job by anyone; or

2. retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.

(d) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final.

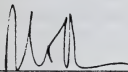
(e) Upon a finding that a City official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall be subject to disciplinary action up to and including dismissal in accordance with the applicable provision in the Charter.

(f) Prevention is the best tool for the elimination of sexual harassment. All City commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof, with the requirement they instruct all employees under their supervision of the contents thereof, further express strong disapproval of sexual harassment and develop methods to improve awareness of all concerned.

(g) This policy shall be construed in a manner consistent with the rights of free speech, association and privacy.

(h) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance to any employee or applicant for employment, wherever appropriate.

The discrimination complaint procedure established by the Civil Service Commission described in Section (c) and (f) is found in Civil Service Commission Rule 1, Section 1.03. (See also; DISCRIMINATION COMPLAINTS).



RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

RUDOLF NOTHENBERG
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289 CITY HALL
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POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENT

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

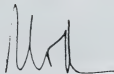
In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.



RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

Revised 6/90: Effective until further notice.

HOW TO FILE A DISCRIMINATION COMPLAINTEqual Employment Opportunity Unit - Role and Purpose

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission investigates complaints of discrimination filed by City and County employees or applicants for employment. The authority to investigate such complaints stems from Section 3.661(c) of the San Francisco Charter and Section 1.03F of the Civil Service Rules.

The investigative role of the EEO Unit is that of an objective third party, representing neither the complainant (employee), nor the respondent (department).

Complaint ProcessBasis:

Discrimination complaints submitted for investigation must be based on one or more of the following: RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL HANDICAP, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR or MEDICAL CONDITION (cancer-related).

Actions complained of may include the following: DENIAL OF EMPLOYMENT, TRAINING, PROMOTION OR REASONABLE ACCOMMODATION; TERMINATION, LAY-OFF or CONSTRUCTIVE DISCHARGE, DEMOTION, DISCIPLINARY ACTION, HARASSMENT, WORK ASSIGNMENT(S), SEXUAL HARASSMENT.

Other issues, such as a disagreement regarding Department rules or regulations affecting working conditions, may be subject to review through the Employee Grievance procedure.

Filing:

A letter specifying in detail the basis of discrimination and the discriminatory action taken must be sent to:

Mr. John Walsh
General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

Ideally, the letter of complaint should include the following information:

1. Name, address and daytime phone number.
2. The basis for complaint: i.e. race, religion, etc.
3. The discriminatory action: i.e., denial of employment, training, promotion or reasonable accommodation; termination; etc.

4. The date(s) the action(s) in question took place.
5. The City and County department and work unit accused of discrimination.
6. The names and classifications of the individuals accused of discrimination.
7. The names, classifications and daytime phone numbers of any witnesses to the alleged discriminatory action.
8. A detailed explanation of the sequence of events which you believe to be discriminatory.
9. The specific action you are seeking in order to correct the alleged discrimination.

If you are a current City and County employee, please also include your current Civil Service classification and status, the department where you are employed, and the length of time you have been employed with the City and County of San Francisco.

Filing Deadline:

Letters of complaint must be filed within 30 calendar days of the date the discriminatory action took place, or within 30 calendar days of the date the employee should have first become aware of the violation. Therefore, time is an important factor when filing a complaint with the Civil Service Commission.

Investigation:

Upon review of the letter of complaint by the General Manager, the complaint will be referred to the EEO Unit for investigation. The complaint will be assigned to an investigator. The investigator will then contact the person filing the complaint, either by mail or phone, to schedule an intake interview. Intake interviews afford the investigator an opportunity to clarify the issues involved and also allow the person filing the complaint an opportunity to present the complaint in more detail.

The investigation includes reviewing and obtaining copies of relevant documents such as personnel files, attendance reports and performance evaluations, interviewing co-workers and supervisors, and other actions considered necessary in order to obtain relevant information.

It is important to remember that the individual who brings forth the complaint is responsible for substantiating the charges. Therefore, it is necessary to cooperate with the investigator by providing any written material, names of individuals to interview, or any other information which would assist the investigation.

During the intake interview, the entire complaint process will be explained in more detail by the assigned investigator. Any questions regarding the process can be asked during the intake interview.

HOW TO APPLY FOR POSITIONS DESIGNATED FOR THE EXEMPT EMPLOYMENT
OF INDIVIDUALS WHO ARE SEVERELY DISABLED

This information sheet is designed to assist individuals who are severely disabled to apply for a job with the City and County of San Francisco through a special employment program. Positions in this program are exempt appointments i.e. they are not subject to examinations, however, they are subject to a one year evaluation period. If the appointee performs the job satisfactorily during the evaluation period, he or she will be advanced to regular Permanent Civil Service status.

THE JOB ANNOUNCEMENT

Job announcements for positions designated for the exempt employment of individuals who are severely disabled will be posted on the job announcement boards outside of Room 151 on the first floor of City Hall and at 646 Van Ness Avenue.

Read the announcement carefully. If you are certified as severely disabled and meet the minimum qualifications for the position, fill out an employment application.

THE APPLICATION

Applications are available at 646 Van Ness Avenue and in Room 151 of City Hall. Applications will only be taken for positions currently available i.e. those posted on job announcement boards. A separate application form must be submitted for each position.

Be sure to fill out the application carefully and completely. Do not forget to sign it.

Give complete information about your experience and background. The application will be screened to be sure that your experience, training, and education meet the minimum requirements for the position.

Applications will not be accepted without a valid certification of severe disability from the State Department of Rehabilitation or the Veterans Administration.

Submit the completed application form and the certificate of severe disability to the Civil Service EEO Unit in Room 151 City Hall (first floor).

CERTIFICATION OF SEVERE DISABILITY

Applicants who have a severe disability must be certified by the California State Department of Rehabilitation at 30 Van Ness Avenue or by the U.S. Veterans Administration at 211 Main Street. Bring recent medical documentation with you so that they can determine if you meet the severe disability criteria.

Certifications will only be issued for positions currently open for filling. Applicants must have a certification document for each position each time they apply.

For more information regarding the certification process, call the Department of Rehabilitation at 557-3800 or the Veterans Administration Vocational Rehabilitation Office (disabled veterans only) at 974-0200.

THE SELECTION INTERVIEW

Qualified severely disabled applicants will be subject to a selection interview by a worksite representative. Examinations are not required for positions designated to this program.

FOR MORE INFORMATION regarding Rule 34 job opportunities and the selection process, call (415) 554-4739

CSC 10-25 (5/86)

Subject 9: Personnel AppointmentsSection 2: Selection of Non-Civil Service AppointeesPURPOSE:

To outline the criteria and process for making a non-civil service (NCS) appointment prior to the appointment processing of a permanent or temporary appointee.

RESOURCE

The Civil Service Commission Equal Employment Opportunity Unit, Room 151 City Hall, telephone: 554-4736.

CRITERIA

In every case, the individual selected for a non-civil service appointment must:

- Meet the minimum qualifications for the position to which the individual is appointed. The qualifications are listed in the class specification or the latest examination announcement, whichever is more recent.
- Be selected on the basis of a combination of merit factors, affirmative action and, if promotive, seniority (CSC Rule 12.04 A(4)). The department's Affirmative Action Plan (Subject I, Section 5) is a resource in making a selection.

Applicant Source

The source for applicants to fill a non-civil service position depends on the status of the civil service eligible list for the classification.

- If there is an existing eligible list for a classification in which a non-civil service appointment is to be made, the selection must be made from this list and the appointee must be reasonably expected to be reachable in the next certification. Authorized department representatives may contact the Certification Unit for names of available eligibles.
- If an eligible list for a particular classification has recently expired with remaining eligibles, the department may be asked to canvass the expired list in making a non-civil service appointment. The Civil Service Commission Certification Unit should be contacted for a copy of the expired list.
- If an examination for the class has been announced, the individual who is selected for non-civil service appointment must have filed for and be qualified to participate in the examination. If any portion of the exam has been administered, the individual must also have successfully completed that portion of the exam. Departmental personnel officers are to contact personnel analysts in the Civil Service Commission Examination Unit for names of qualified applicants.

Subject 9: Personnel AppointmentsSection 2: Selection of Non-Civil Service Appointees (continued)

If the eligible list for the class is either exhausted or expired, and the examination has not been announced, the department must develop a recruitment plan to attract the best qualified applicants as well as target affirmative action goals. This may include recruiting from "next lower ranks", other departments, professional organizations, and minority or women's community groups. Contact the Civil Service Commission's EEO Unit for assistance.

Recruitment and Selection

1. Recruitment: may be handled within a large department by circulating information concerning the vacancy, or the Civil Service Commission EEO Unit may be contacted for referrals from their Skills Bank and/or for assistance in circulating information about the vacancy.

If there are insufficient applicants to meet affirmative action goals, contact the Civil Service Commission EEO Unit before proceeding to the next step in this process.

2. Screening: all applications must be screened to ensure that applicants selected for the interview possess the minimum qualifications. All applications received should be kept until the non-civil service appointment is approved.

3. Select the best qualified applicant. Do not make a job offer until the oral authorization process, described below, has been completed.

Oral Authorization

An oral authorization (OA) is the approval required to make a non-civil service appointment. Oral authorizations (OAs) are issued by the Civil Service Commission EEO Unit. An OA is tied both to the appointee and to the PERSONNEL REQUISITION. The OA applies as long as the appointee remains in a non-civil service status in the class, requisition and department for which the OA was requested and approved. (See CSC Rule 12.04 for additional information on the duration of non-civil service appointments). If the class, the requisition or the appointee changes, the department must request a new OA.

Process

1. The department head, personnel officer or authorized designee telephones the Civil Service Commission EEO Unit (554-4737) and requests an OA, giving information on the prospective appointee.
2. Civil Service Commission EEO Unit reviews the information and contacts the department, either giving approval, which takes the form of an "OA number", or asking for additional information. The time frame for a response to an OA request is one day in most cases.

CITY AND COUNTY OF SAN FRANCISCO CIVIL SERVICE COMMISSION

APPOINTMENT PROCESSING

NAME (LAST, FIRST, M.I.)				DATE ISSUED		DEPT. CONTROL NO		CIVIL SERVICE USE ONLY AP-				
CLASS		TITLE			DATE OF BIRTH			SOCIAL SECURITY NO				
TYPE OF APPOINTMENT				WORK SCHEDULE		PART-TIME HRS		CSC RQ NUMBER		RANK	LIST	DATE CERTIFIED
<input type="checkbox"/> PERMANENT <input type="checkbox"/> CERTIFIED TEMP. (TCS) <input type="checkbox"/> NON CIVIL SERVICE				<input type="checkbox"/> LIMITED TENURE <input type="checkbox"/> EXEMPT-PERM. <input type="checkbox"/> EXEMPT-TEMP. <input type="checkbox"/> NON CIVIL SERVICE		<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/> SCHOOL TERM <input type="checkbox"/> AS NEEDED		DEPT		DIV	SEC	FUND
								OBJECT		CLASS	POSITION NUMBER	

IS THIS PERSON NOW EMPLOYED BY THE CITY AND COUNTY OF SAN FRANCISCO?		<input type="checkbox"/> YES <input type="checkbox"/> NO		IF YES - CURRENT APPOINTMENT		<input type="checkbox"/> PERMANENT <input type="checkbox"/> CERTIFIED TEMP. (TCS) <input type="checkbox"/> NON CIVIL SERVICE		<input type="checkbox"/> LIMITED TENURE <input type="checkbox"/> EXEMPT-PERM. <input type="checkbox"/> EXEMPT-TEMP.		CURRENT EMPLOYER ONLY		IS THIS PERSON NOW WORKING IN THE SAME DEPARTMENT AND CLASS IN ANOTHER TYPE OF APPOINTMENT? <input type="checkbox"/> YES - DO NOT COMPLETE A SEPARATION REPORT <input type="checkbox"/> NO - A SEPARATION REPORT MUST ACCOMPANY (STEP 1)	
CLASS		DEPARTMENT		CLASS		DEPARTMENT		FROM		TO			
IF NOT NOW - HAS SHE HE WORKED PREVIOUSLY?		<input type="checkbox"/> YES <input type="checkbox"/> NO											

APPOINTING OFFICER: SIGNATURE/TITLE		DATE		APPOINTEE: SIGNATURE		DATE	
--	--	------	--	-------------------------	--	------	--

APPOINTMENT PROCESSING - INSTRUCTIONS AND ADDRESSES ON REVERSE SIDE OF COPY D - EMPLOYEE COPY (WHITE)

* DO NOT SEPARATE COPIES OF THIS FORM *

GO ONLY TO THE STEPS MARKED "REQUIRED" IN THE ORDER LISTED.

STEP	REQUIRED	NOT REQUIRED	AGENCY USE
1.	<input type="checkbox"/>	<input type="checkbox"/>	REPORT TO CURRENT OR FORMER DEPARTMENT
2.	<input type="checkbox"/>	<input type="checkbox"/>	MEDICAL EXAM: DATE _____ TIME _____
3.	<input type="checkbox"/>	<input type="checkbox"/>	FINGERPRINTING
4.	<input type="checkbox"/>	<input type="checkbox"/>	RETIREMENT
5.	<input type="checkbox"/>	<input type="checkbox"/>	HEALTH SERVICE
6.	<input type="checkbox"/>	<input type="checkbox"/>	VALIDATION OF APPOINTMENT
7.	<input type="checkbox"/>	<input type="checkbox"/>	RETURN FORM TO DEPARTMENT

CIVIL SERVICE USE ONLY			
TO THE APPOINTING OFFICER: YOU ARE AUTHORIZED TO EMPLOY THIS APPOINTEE IN ACCORDANCE WITH THE PROVISIONS OF THE SALARY STANDARDIZATION ORDINANCE. IF THIS IS A PERMANENT APPOINTMENT, THE PROBATIONARY PERIOD REQUIREMENTS ARE AS STATED IN CIVIL SERVICE COMMISSION RULE 16.		INITIALS	
		TYPE OF CERTIFICATION	
		<input type="checkbox"/> RULE OF 3 (R3) <input type="checkbox"/> SELECTIVE (SC) <input type="checkbox"/> HOLDOVER (H) <input type="checkbox"/> RULE OF 1 (R1)	
		<input type="checkbox"/> TRANSFER (T) <input type="checkbox"/> REAPPOINT (RA) <input type="checkbox"/> REINSTATE (RI) <input type="checkbox"/> N/A	
JOHN J. WALSH GENERAL MANAGER, PERSONNEL		S/W DATE	
		VALIDATION DATE	
		CODE SF	
		CODE RE	
		CODE SF	

Subject 9: Personnel Appointments

Section 3: Appointment Processing Form and Appointment Processing

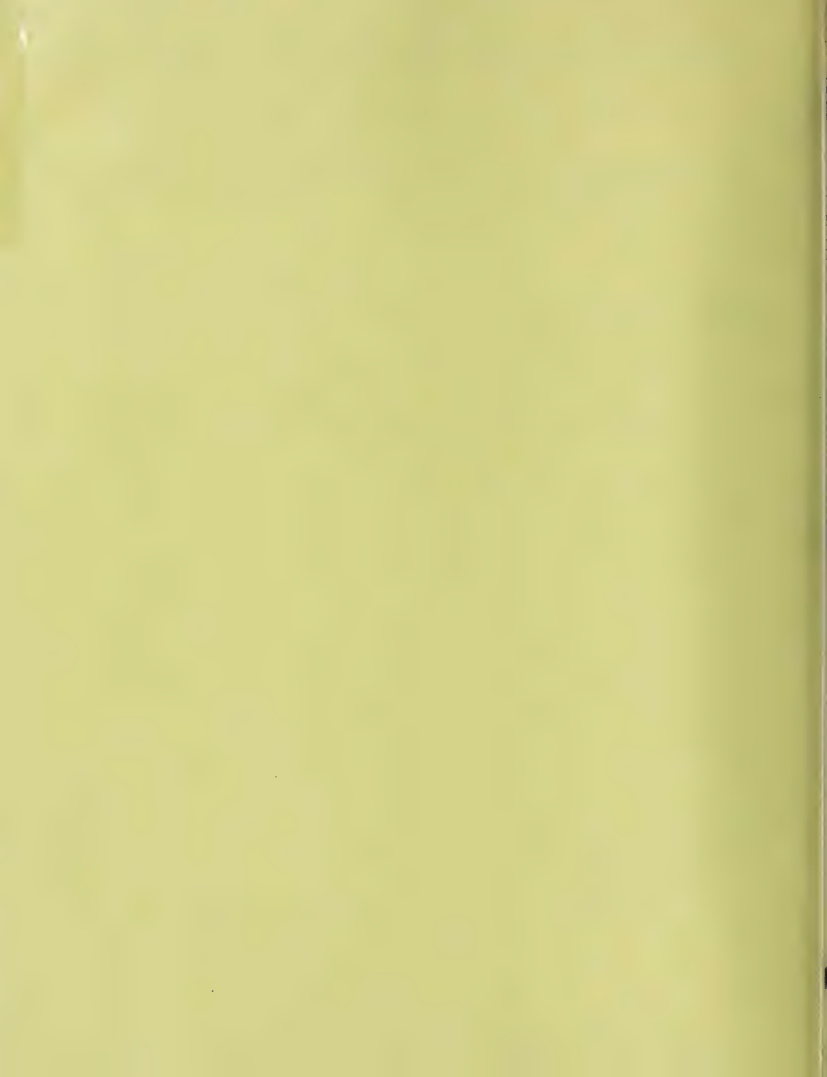
PURPOSE: To describe the appointment document and instructions for its completion, and to outline the steps required to process an appointment.

APPOINTMENT PROCESSING FORM

A five page carbon interleaved form which is titled APPOINTMENT PROCESSING (CSC 6-12 [Rev. 1/86]) and is color coded with the distribution noted in the bottom margin.

The APPOINTMENT PROCESSING FORM is prepared by the department in which the appointment is being made.

The instructions for completing the form begin on the following page.



OFFICE OF THE CITY ATTORNEY
CITY AND COUNTY OF SAN FRANCISCO

AFFIRMATIVE ACTION PLAN

1992-93

LOUISE H. RENNE
CITY ATTORNEY

Jonathan Holtzman
Affirmative Action Officer

Date: November 12, 1992

I. INTRODUCTION: AN OFFICE OVERVIEW

A. Mandated Functions

The Office of the City Attorney performs a wide range of legal services for the Mayor, Board of Supervisors, San Francisco Unified School and Community College Districts and all 98 departments and offices, boards and commissions of the City and County of San Francisco.

The Office operates under the mandate of Section 3.304 of the San Francisco Charter. The Office's specific duties, as prescribed by the Charter are to:

Represent the City and County of San Francisco in all litigation, legal actions and proceedings in which it or one of its officers is a party or has a legal interest.

Commence all civil suits on behalf of the City and County of San Francisco.

Serve as legal advisor to all City and County departments, officials, boards and commissions.

Issue written opinions upon the request of any officer, board, commission or department.

Prepare or approve as to form all ordinances, bonds, leases, contracts or other legal documents before they are enacted by the Board of Supervisors or given final approval by the appropriate commission, board or department.

Examine and approve the title of all real property to be acquired by the City and County.

Maintain a library or file of all written communications, formal opinions and all papers, briefs and transcripts used in proceedings in which the Office has been involved, or where the City and County or any of its officers or boards is a party or is interested.

Operate a Bureau of Claims which investigates, evaluates and processes all claims for money or damages against the City and County.

The Office concludes an average of 2,000 litigated cases a year. Its extensive litigation responsibilities require it to represent the City and County in a variety of settings ranging from small claims court to the United States Supreme Court. Appearances are also required before administrative bodies such as the California State Public Utilities Commission and the Federal Aeronautics Board. The cases handled by this office are diverse and require a professional staff with expertise in numerous substantive areas of law including torts, contracts, labor relations, property, public utilities and administrative and constitutional law.

B. Civil Service and Exempt Positions

Due to the weight of this mandate the City Attorney must be able to recruit, select and retain only those attorneys with the best qualifications and experience for the job. As an elected city official, the City Attorney may appoint and terminate, at her pleasure, all Deputy City Attorneys and Investigators. The balance of the Office's staff are subject to the civil service provisions of the city's charter and hired from eligibility lists established by the civil service commission.

C. Office Composition and Structure

As of July 1, 1991, there are ninety-five (95) attorneys employed by this office and ninety-six (96) non-attorneys, for a total of one hundred and ninety-one (191) employees.

The office is organized around three major Divisions:

1) Government 2) Trial and 3) General Administration.

The Government Division is subdivided into various specialized teams or sections, including:

1. General Government
2. Public Protection
3. Municipal Finance and Special Operations
4. Land Use
5. Landlord/Tenant
6. Code Enforcement
7. Environmental Protection
8. Health
9. Social Services
10. Children and Family Services
11. Labor Relations
12. Worker's Compensation
13. Retirement
14. Public Utilities
15. Airport
16. Port

The Trial Division is subdivided into Complex and General Litigation.

The Administration Division includes Claims Investigation, the Library, Accounting, Personnel, and MIS Support.

D. Office Funding

Funding for the Office is provided in two ways. A portion of the work force (approximately 2/5ths) is funded from the General Fund. The remainder of the staff is financed by various special fund departments, such as the Airport Commission, Port Commission and Department of Social Services. Such funds are based on charges for the legal services provided by the City Attorney's Office.

E. Office Locations

The Office of City Attorney maintains its main offices at City Hall and Fox Plaza. It also has on-site staff at the Port, the Airport and Youth Guidance Center (YGC).

II. EQUAL EMPLOYMENT OPPORTUNITY POLICY

I, as City Attorney, and the Office of City Attorney are dedicated to the maintenance of a fully integrated, discrimination-free work force which reflects the cultural, social and political diversity of the citizens we serve.

To this end, I reaffirm our department's commitment to the following policy of Equal Employment Opportunity:

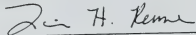
- A. It is the policy of the City Attorney's office to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, gender, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), or the conditions of Acquired Immune Deficiency (AIDS), and AIDS Related Complex (ARC).
- B. All selection of employees to position in all job classifications within the Office of City Attorney and all personnel decisions affecting recruitment, promotion, discipline, assignments, classification, compensation, benefits, transfers, terminations, layoffs, reinstatements and training shall be made on the basis of merit in a racially neutral way.
- C. The Office of City Attorney shall comply with and vigorously enforce all federal, state and local laws and ordinances forbidding discrimination in employment.
- D. The Office of City Attorney is committed to continue to take Affirmative Action to ensure that the doors of opportunity remain wide open to women, minorities and handicapped persons seeking employment; that these groups be afforded meaningful employment at all job levels; and that their skills, qualifications and talents be utilized to their fullest extent.
- E. All persons employed by the Office of City Attorney are to be treated respectfully and no employee is to be subjected to racial, sexual or other type of illegal harassment or verbal slurs.

As City Attorney, I staunchly endorse this policy as being both legally required and morally right and pledge my personal efforts to ensure that its implementation continue.

During the past six years, our determined efforts achieved a dramatic increase in the number of women and minorities on our staff. As such, our office better reflects the composition of the city we represent and enables us to render more responsive and effective service.

To ensure the continued success of our department's Equal Employment Opportunity and Affirmative Action Policy, I have named Jonathan Holtzman, Special Assistant, to be our Affirmative Action officer and John Johnston, Personnel Manager, to serve as our Affirmative Action Coordinator. Both will monitor our program and report directly to me on its results.

The implementation of this policy requires the understanding and cooperation of our entire staff. I call upon all employees, team leaders and management personnel to support and assist us in maintaining equal employment opportunity as an ongoing reality in the Office of City Attorney.



LOUISE H. RENNE
CITY ATTORNEY

November 12, 1992

III. DESIGNATION OF EEO/AFFIRMATIVE ACTION RESPONSIBILITIES

City Attorney Louise Renne, as well as Jonathan Holtzman, Special Assistant and Chief of our Labor Relations Unit, and John Johnston, Personnel Manager, will be responsible for implementing, monitoring and reporting on our Equal Employment Opportunity and Affirmative Action Programs.

A. CITY ATTORNEY LOUISE RENNE, as the elective officer and Chief Executive of the Office of City Attorney, will actively implement the department's affirmative action plan with specific responsibility to:

1. Establish the overall department policy for equal employment opportunity and an affirmative action plan.
2. Prepare the department's EEO/Affirmative Action policy statement to be disseminated to all supervisors and team leaders.
3. Designate a departmental Affirmative Action Officer and an Affirmative Action Coordinator who will have direct access to the City Attorney and will monitor and report on the results of the program.
4. Evaluate the success of the Affirmative Action Officer and Coordinator, staff supervisors and team leaders in enforcing and implementing the EEO/Affirmative Action program.
5. Establish annual employment goals and timetables for the department consistent with the City and County of San Francisco Affirmative Action Plan.
6. Ensure that policy decision of the City Attorney's Office are consistent with the EEO/Affirmative Action policy.
7. Report the department's affirmative action achievements to the Mayor and the Board of Supervisors as required.

B. JONATHAN V. HOLTZMAN, SPECIAL ASSISTANT, is designated as the Affirmative Action Officer for the department and shall have overall responsibility for developing and monitoring the department's affirmative action programs, with specific responsibility to:

1. Report directly and regularly to the City Attorney regarding implementation of the Affirmative Action program.
2. Assist in collecting and analyzing employment data; identify problem areas, if any; and develop goals, timetables and plans to achieve these goals.
3. Prepare departmental Affirmative Action plan to address specific issues and goals of the department and communicate these goals to all teams leaders and staff supervisors.
4. Disseminate to all employees the Civil Service procedures for the processing of discrimination complaints.
5. Evaluate and report the department's effectiveness in achieving its affirmative action goals to the City Attorney, the Civil Service Commission, the Human Rights Commission and minority and women's rights organizations as required.
6. Serve as liaison between the departmental staff, the Civil Service Commission and the Human Rights Commission.

C. - JOHN JOHNSTON, PERSONNEL MANAGER, is designated as the Affirmative Action Coordinator and shall have overall responsibility for coordinating the department's Affirmative Action Program, with specific responsibility to:

1. Collect and maintain information of the composition of all department personnel and on all personnel decisions regarding transfers, promotions, training and terminations under the categories of race, ethnicity, gender and physical disability.
2. Assist the Affirmative Action Officer in collecting statistical data and preparing required reports.

3. Coordinate the planning, development and implementation of programs to increase the department's representation of women, minorities and disabled persons where underrepresentations have been identified.
4. Review the qualifications of all positions to ensure that minorities and women are given full opportunities for hiring, promotions and transfers.

D. Managers, supervisors and team leaders will also be responsible for implementing the department's plan and for maintaining a discrimination free work environment.

E. All employees will be informed of the department's EEO/AA policy and will be required to comply.

IV.. TOTAL DEPARTMENT COMPOSITION AND UTILIZATION ANALYSIS

On June 30, 1991, The Office of City Attorney had a total of 193 employees. This number includes permanent and temporary employments, as well as elected and exempt employees in civil service classifications. Both full time and part time employments are included.

Table 1, below, provides the numerical breakdown of the Office's workforce by race and gender.

Table 1. TOTAL NUMBER OF EMPLOYEES AND NUMERICAL COMPOSITION

	White	Black	Hisp	Asian	Filip	Am.Ind.	Male	Female	Total
Elect/Exempt	2	-	-	-	-	-	-	2	2
Official/Admin.	2	-	-	-	-	-	1	1	2
Professional	5	1	-	-	1	-	5	2	7
Lawyers	70	11	3	9	1	1	51	44	95
Technicians	6	-	1	-	-	-	3	4	7
Paraprofessional	8	2	2	-	3	-	8	7	15
Office/Clerical	21	12	8	10	12	-	17	46	63
TOTAL	114	26	14	19	17	1	85	106	191

Tables 2 and 3, which follow, compare the composition of the City Attorney's Office with the availability of minorities and women in San Francisco's labor market.

The tables use two different data bases. Table 1, The Lawyer Utilization Table, uses the Special Occupation Tabulations for Lawyers (SOTs) to compare the percentage representation of women and minorities among the Office's lawyers with that of the San Francisco lawyer labor pool. Table 2, the Non-Lawyer/Elected/Exempt Employees Utilization Table, relies on the general labor market statistics to determine the Office's utilization percentages.

TABLE 2. LAWYER COMPOSITION UTILIZATION TABLE
(Lawyers Comprise 49.7% of total staff of 191)

<u>BY RACE/ ETHNICITY</u>	<u>No.</u>	<u>%</u>	<u>SOT^{1/} AVAILABILITY</u>	<u>VARIANCE (- only)</u>	<u>UTILIZATION^{2/}</u>	<u>AA GOALS^{3/}</u>
White	70	73.7%	90.1%	---	---	---
Black	11	11.6%	3.2%	---	363.0%	NO
Hispanic	3	3.2%	2.8%	---	114.0%	NO
Asian	9	9.5%	2.6%	---	365.0%	NO
Filipino	1	1.0%	0.9%	---	111.0%	NO
Amer. Ind.	1	1.0%	0.2%	---	500.0%	NO
<u>By Gender</u>						
Male	50	53.7%	79.2%	---		
Female	44	46.3%	20.8%	---	223.0%	NO
<u>Total</u>	95	100%	100.0%			

1/ Based on SOT for Lawyers

2/ 100% = Parity with San Francisco Lawyer Labor Market (SOT)

3/ AA goals are required if there is a (-) minus variance which, when multiplied by the total (98) is "1" or greater.

Table 3. NON-LAWYER, ELECTED AND EXEMPT EMPLOYEES UTILIZATION
(50.3% of total staff of 191)

BY RACE/ ETHNICITY	NUMBER	PERCENTAGE	AVAILABILITY	VARIANCE (- only)	AA GOALS?
White	44	45.8%	57.8%	-	NO
Black	15	15.6%	9.9%	-	NO
Hispanic	10	11.5%	11.2%	-	NO (.66)
Asian	10	10.4%	15.3%	-4.9	YES(4.7)
Filipino	16	16.7%	5.4%	-	NO
Amer.Ind.	0	0.0%	0.4%	-0.4	NO (.38)
BY GENDER					
Male	34	35%	54.8%	-	-
Female	62	65.1%	45.2%	-	NO
TOTAL	96	100.0%	100.0%		

- 1/ Availability percentages are for general San Francisco labor market
 2/ AA Goals are required if variance, multiplied by total (95) is "1" or greater.

FURTHER DETAILED ANALYSIS OF UTILIZATION OF WOMEN AND MINORITIES

A. Composition and Utilization by Occupational Category

The tables on the following pages give a more detailed analysis of the Office's utilization of women and minorities by offering a breakdown by occupational category and classification as required by the Civil Service Commission:

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A. Officials & Administrators (Attorneys)

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>27</u>	<u>96.4%</u>			
<u>Black</u>	<u>0</u>	<u>0.0%</u>	<u>3.2%</u>	<u>-3.2%</u>	<u>YES (.89)</u>
<u>Hispanic</u>	<u>0</u>	<u>0.0%</u>	<u>2.8%</u>	<u>-2.8%</u>	<u>YES (.78)</u>
<u>Asian</u>	<u>1</u>	<u>3.5%</u>	<u>2.6%</u>	<u>-</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>0.0%</u>	<u>0.9%</u>	<u>-.09%</u>	<u>NO (.25)</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO (.05)</u>
<u>By Gender</u>					
<u>Male</u>	<u>22</u>	<u>78.6%</u>			
<u>Female</u>	<u>6</u>	<u>21.4%</u>	<u>20.8%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>28</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 67 occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8181 Assistant Chief Attorney I (8)

8182 Head Attorney (12)

8183 Assistant Chief Attorney II (4)

8184 Chief Attorney II (4)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A. Officials & Administrators (Non-Attorney)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>2</u>	<u>100%</u>			
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>NO (.19)</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>NO (.22)</u>
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>NO (.30)</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>-5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>1</u>	<u>50%</u>			
<u>Female</u>	<u>1</u>	<u>50%</u>	<u>45.2%</u>		<u>NO</u>
<u>Total</u>	<u>2</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8155 Chief, Bureau of Claims Investigations (1)

8171 Law Office Manager (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B. Professionals (Attorneys)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>43</u>	<u>64.2%</u>			
<u>Black</u>	<u>11</u>	<u>16.4%</u>	<u>3.2%</u>	<u>-</u>	<u>NO</u>
<u>Hispanic</u>	<u>3</u>	<u>4.5%</u>	<u>2.8%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>8</u>	<u>11.9%</u>	<u>2.6%</u>	<u>-</u>	<u>NO</u>
<u>Filipino</u>	<u>1</u>	<u>1.5%</u>	<u>0.9%</u>	<u>-</u>	<u>NO</u>
<u>Amer Indian</u>	<u>1</u>	<u>1.5%</u>	<u>0.2%</u>	<u>-</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>29</u>	<u>43.3%</u>			
<u>Female</u>	<u>38</u>	<u>56.7%</u>	<u>20.8%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>67</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>8174</u>	<u>Attorney</u>	<u>(13)</u>
<u>8176</u>	<u>Trial Attorney</u>	<u>(7)</u>
<u>8178</u>	<u>Senior Attorney</u>	<u>(21)</u>
<u>8180</u>	<u>Principal Attorney</u>	<u>(26)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B. Professionals (Non-Attorney)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>5</u>	<u>71.4%</u>			
<u>Black</u>	<u>1</u>	<u>14.3%</u>	<u>9.9%</u>		<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>0.0%</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>0.0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>1</u>	<u>14.3%</u>	<u>5.4%</u>	<u>-</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>					
	<u>5</u>	<u>71.4%</u>			
<u>Male</u>					
<u>Female</u>	<u>2</u>	<u>28.6%</u>	<u>45.2%</u>	<u>-16.6%</u>	<u>NO</u>
<u>Total</u>	<u>7</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1654</u>	<u>Principal Accountant</u>	<u>(1)</u>
<u>1819</u>	<u>Mgt. Info. Systems Specialist</u>	<u>(2)</u>
<u>8169</u>	<u>Legislative Assistant</u>	<u>(1)</u>
<u>9736</u>	<u>Staff Ass't. II Spec. Project</u>	<u>(3)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C. Technicians (Non-Attorney)

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>6</u>	<u>85.7%</u>			
<u>Black</u>	<u>0</u>	<u>0%</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>1</u>	<u>14.3%</u>	<u>11.2%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>0%</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
By Gender					
<u>Male</u>	<u>3</u>	<u>43%</u>			
<u>Female</u>	<u>4</u>	<u>57%</u>	<u>45.2%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>7</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8151 Claims Investigator (5)

8152 Senior Claims Investigator (1)

8153 Principal Claims Investigator (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: E. Paraprofessionals

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>8</u>	<u>53.3%</u>			
<u>Black</u>	<u>2</u>	<u>13.3%</u>	<u>9.9%</u>	<u>-</u>	<u>NO</u>
<u>Hispanic</u>	<u>2</u>	<u>13.3%</u>	<u>11.2%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>0.0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>3</u>	<u>20.0%</u>	<u>5.4%</u>	<u>-</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>8</u>	<u>53.3%</u>			
<u>Female</u>	<u>7</u>	<u>46.7%</u>	<u>45.2%</u>	<u>-</u>	<u>NO</u>

Total 15

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8173 Legal Assistants (15)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F. Office/Clerical

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>21</u>	<u>33.3%</u>			
<u>Black</u>	<u>12</u>	<u>19.0%</u>	<u>9.9%</u>	<u>-</u>	<u>NO</u>
<u>Hispanic</u>	<u>8</u>	<u>12.7%</u>	<u>11.2%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>10</u>	<u>15.9%</u>	<u>15.3%</u>	<u>-0.6%</u>	<u>NO (.38)</u>
<u>Filipino</u>	<u>12</u>	<u>19.0%</u>	<u>5.4%</u>	<u>-</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO (.25)</u>
By Gender					
<u>Male</u>	<u>17</u>	<u>27%</u>			
<u>Female</u>	<u>46</u>	<u>63%</u>	<u>45.2%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>63</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1408</u>	<u>Principal Clerk</u>	<u>(1)</u>	<u>1499</u>	<u>Supervising Clerk III</u>	<u>(2)</u>
<u>1410</u>	<u>Chief Clerk</u>	<u>(1)</u>	<u>1630</u>	<u>Account Clerk</u>	<u>(1)</u>
<u>1424</u>	<u>Clerk Typist</u>	<u>(7)</u>	<u>1708</u>	<u>Sr. Telephone Opr.</u>	<u>(2)</u>
<u>1426</u>	<u>Sr. Clerk Typist</u>	<u>(5)</u>	<u>1720</u>	<u>Data Entry Opr.</u>	<u>(1)</u>
<u>1430</u>	<u>Transcriber</u>	<u>(1)</u>	<u>8113</u>	<u>Court Clerk</u>	<u>(1)</u>
<u>1458</u>	<u>Legal Sec. I</u>	<u>(32)</u>			
<u>1460</u>	<u>Legal Sec. II</u>	<u>(9)</u>			

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X. Elected/Exempt

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>2</u>	<u>100%</u>			
<u>Black</u>	<u>0</u>	<u>0%</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>NO (.2)</u>
<u>Hispanic</u>	<u>0</u>	<u>0%</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO (.2)</u>
<u>Asian</u>	<u>0</u>	<u>0%</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO (.3)</u>
<u>Filipino</u>	<u>0</u>	<u>0%</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>NO (.1)</u>
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO (.01)</u>
<u>By Gender</u>					
<u>Male</u>	<u>0</u>	<u>0%</u>			
<u>Female</u>	<u>2</u>	<u>100%</u>	<u>45.2%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>2</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1522 Confidential Secretary to City Attorney (1)

8197 City Attorney (1)

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8180 Principal Attorney

If by division, identify: B. Professionals (Attorneys)

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u>	<u>AA Goal?</u>
	<u>Number</u>	<u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>21</u>	<u>81%</u>			
<u>Black</u>	<u>3</u>	<u>12%</u>	<u>3.2%</u>	<u>-</u>	<u>NO</u>
<u>Hispanic</u>	<u>1</u>	<u>4%</u>	<u>2.8%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>1</u>	<u>4%</u>	<u>2.6%</u>	<u>-</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>0%</u>	<u>0.9%</u>	<u>-0.9%</u>	<u>NO (0.2)</u>
<u>Amer Indian</u>	<u>0</u>	<u>0%</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO (0.05)</u>

By Gender

<u>Male</u>	<u>14</u>	<u>54%</u>			
<u>Female</u>	<u>12</u>	<u>46%</u>	<u>20.8%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>26</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: .1458 Legal Secretary I

If by division, identify: F. Office/Clerical

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>10</u>	<u>31.2%</u>			
<u>Black</u>	<u>5</u>	<u>15.6%</u>	<u>9.9%</u>	<u>-</u>	<u>NO</u>
<u>Hispanic</u>	<u>6</u>	<u>18.8%</u>	<u>11.2%</u>	<u>-</u>	<u>NO</u>
<u>Asian</u>	<u>6</u>	<u>18.8%</u>	<u>15.3%</u>	<u>-</u>	<u>NO</u>
<u>Filipino</u>	<u>5</u>	<u>15.6%</u>	<u>5.4%</u>	<u>-</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO (.13)</u>
<u>By Gender</u>					
<u>Male</u>	<u>6</u>	<u>18.8%</u>			
<u>Female</u>	<u>26</u>	<u>81.2%</u>	<u>45.2%</u>	<u>-</u>	<u>NO</u>
<u>Total</u>	<u>32</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

V. REVIEW OF AFFIRMATIVE ACTION ACCOMPLISHMENTS

Over the past five years, the City Attorney's staff has undergone a significant change in composition. The greatest change has occurred in the number of women and minority lawyers in its workforce.

Since 1986, the City Attorney, through her power of appointment, has more than doubled both the actual number and the percentage of minority attorneys on her staff. In 1986 only 10.8% of the professional staff were minorities. Since then, this number has steadily increased to 14.8% in 1987, 17.4% in 1988, 23.3% in 1989 to 26.3% as of July 1, 1991. During this time, the actual number of minority lawyers on the staff increased from nine (9) to twenty-five (25).

Women lawyers have also fared well. Their representation in the department has increased from 36% in 1986 to 46% today.

A. ACHIEVEMENTS OF THE LAST YEAR

Since the last update of the department's employment data, submitted in June 1989, the City Attorney has continued and intensified her efforts to ensure that the representation of women, minorities and handicapped persons on her staff is commensurate to their distribution in San Francisco's labor market. These efforts have yielded some remarkable results.

The accomplishments of the past two years include:

1. The department's ongoing targeted recruitment efforts resulted in a continuing increase in the number of minority and women staff attorneys.

In 1989, the office identified only one area of minority under representation among its attorney staff. At the time it had no Filipino lawyers. Since then, it has met its targeted affirmative action goal by successfully recruiting one Filipino attorney.

During the same period, the office increased the number of Black attorneys from seven (7) to eleven (11), while Asian attorneys increased from eight (8) to nine (9). Women attorneys increased their numbers from thirty-eight (38) to forty-four (44).

As indicated by Table 2, above, the representation of women and minorities among the offices' attorneys continues to exceed 100% parity with their availability in San Francisco's lawyer labor market. Black attorneys have been hired at a rate of 363% their availability. Hispanics are represented by 114% their availability; Asians by 365%, Filipinos by 111%, American Indians by 500% and women by 223%.

The City Attorney's Office minority employment record is even more outstanding when measured by the minority hiring goals established for San Francisco legal employers by the San Francisco Bar Association. The local bar association, a recognized national leader in the effort to achieve equal opportunity for minority lawyers, resolved the following in a resolution adopted June 14, 1989:

"...BE IT RESOLVED that the Association adopts as voluntary goals for San Francisco legal employers with respect to minorities...By 1995 at least 15% and by the year 2000 at least 25% of all associates (and equivalent counsel positions in corporate or governmental legal departments) shall be minority attorneys."

As of July 1, 1991, 26.3% of the attorneys in the City Attorney's Office were minorities. This means that the office has already met and even surpassed the Bar Association's 25% minority hiring goal set for the start of the next century! It also means the office is hiring minorities at more than twice (266%) their availability in the attorney labor market where they comprise only 9.9%.

2. Women continue to be appointed to management and team leadership positions.

As noted in the Introduction, the department is divided into three divisions and a number of units or teams.

As of July 1, 1991 women headed two of the three divisions (Trial and General Administration). By March 1, 1992 women administered six of the sixteen units (Land Use, Landlord-Tenant, Health, Children and Family Services, the Port and the Airport.

3. The department's implementation of the Civil Service's program to employ the severely disabled has resulted in the addition of two physically disabled persons to its staff.

Since 1988, the department has hired two (2) disabled persons under Civil Service Rule 34 which exempts severely handicapped applicants from Civil Service testing requirements.

One of the new recruits is a paralegal; the other is employed in a clerical position.

This brings the total number of disabled persons employed by the department to three (3); the third being an attorney who has been on staff for over ten years.

B. Utilization Analysis of Women and Minorities in Non-Attorney Classifications.

Ninety-six (96) of the one hundred ninety one (191) employees in the City Attorney's Office, or 50.3%, are in non-attorney or elected/exempt classifications.

Of these ninety-six (96), fifty-two (52) or 54% are minorities and sixty-two (62) or 65% are women.

The availability of minorities in San Francisco's general labor market is 42.5% while women have a representation of 45.2%. Thus, when compared to San Francisco's general labor pool, the City Attorney's non-attorney staff demonstrates a utilization of minorities at a rate of 128% of parity and women at 144%.

More specifically, Black non-attorney employees are represented at 134% their availability in the labor pool, Hispanics at 119% and Filipinos at 370% parity.

C. Areas of Underutilization: Causes and Department Efforts.

1. Non Attorney Classifications

Our utilization analysis reveals only one area of significant underrepresentation in the office's non-attorney classifications: -4.7 Asian.

Specifically, Asians are underrepresented in the following categories:

- B. Professionals (non-Attorney): -1.1
- C. Technicians: -1.0
- E. Paraprofessional (Legal Ass't): -2.3

Unlike attorney recruitment, where the City Attorney is empowered to appoint Deputy City Attorneys to serve at her pleasure, recruitment for non-attorneys is largely governed by Civil Service. The department relies on the list of candidates certified to it by Civil Service as openings occur. The list, until recently, was generally governed by the Rule of Three. A major reason for underrepresentation of Asians in the non-attorney categories is their low representation on these certified lists.

The department continues to cooperate with Civil Service to improve the representation of Asian non-attorneys on its staff.

In the absence of eligible lists, the department will continue to make affirmative action appointments by actively recruiting applicants from underutilized groups.

2. Attorney Classifications

The utilization analysis of the Office's attorney classifications, as of June 30, 1992, reveals a need to increase the representation of both Hispanics and Blacks in the "Administrators & Officials" category by one (1) position.

This need has already been partially satisfied by the recent promotion of one Hispanic attorney to an 8182 Head Attorney position. This attorney now fills a management position vacated by an early retiree.

Opportunities for placement or advancement to attorney positions classified as "Administrators & Officials" depend, in large measure, on the number of such positions that become vacant and upon the experience, length of service and demonstrated management skills of the individual candidates. Limiting factors include the fact that turnover in these classifications tends to be much lower than for lower-level positions. In addition, minority attorneys tend to be among the newer recruits to both the office and the profession. Despite these limitations, the City Attorney will continue to affirmatively seek advancement and promotional opportunities for qualified minority and women attorneys. To this end, one year target goals have been established for the attorney "Administrators & Officials" category. (See below)

VI. AFFIRMATIVE ACTION GOALS AND TIMETABLES

A. Long Range Goals:

The long term, continuing Affirmative Action goal of the Office of City Attorney is to maintain a fully integrated work force whose composition in all occupational categories and employment levels reflects the distribution of minorities and women in San Francisco's labor market.

B. One Year Targets:

Our employment goal for 1992-93 is to address the imbalances reflected in the Utilization Analysis.

One main group which has been identified as underrepresented for the non-attorney classification by our analysis is Asian non-attorneys. To bring Asian representation within parity of their labor market availability (15.3%), our immediate goal is to increase their numbers in the non-attorney categories by four (4) so that they constitute 14 out of 96 or 14.6% of the department's non-attorney staff.

The specific goal is to add Asians in the following categories:

Professional (non-attorney)	+ 1
Technician	+ 1
Paraprofessional	+ 2
TOTAL	+ 4

A second area for which one year goals are required is that of attorney "Administrators & Officials". The targets for this category are:

Blacks	+ 1
Hispanics	+ 1 (already achieved)

The ability to attain our one-year goals will depend on many factors including staff turnover, the impacts of the budget crisis and Proposition A/Early Retirement. It will also depend on the availability of Asians on Civil Service lists for job openings and the number of Asians applying for these Civil Service Classifications. Likewise, the pool of Black and Hispanic attorneys with the qualifications for placement or promotion to the higher level attorney classifications will play an important role here.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: City Attorney's Office/Non-Attorneys

Anticipated Vacancies: Number and description.

B. Professionals (Non-Attorney)

1819 Mgt. Info Specialist II (1)

C. Technicians

8151 Claims Investigator (1)

E. Paraprofessionals

8173 Legal Assistants (2)

Affirmative Action Goals for June 30, 1993

[illegible]

Goals may include accomplishments made since 7/1/91.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: City Attorney's office/Attorneys

Anticipated Vacancies: Number and description.

A. Officials & Administrators (Attorneys)

8182 Head Attorney (2)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>+ 1</u>	<u>1/28</u>	<u>3.5%</u>
<u>Hispanic</u>	<u>+ 1</u>	<u>1/28</u>	<u>3.5%</u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
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<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

Goals may include accomplishments made since 7/1/91.

VII. AFFIRMATIVE ACTION PROGRAMS

The office of City Attorney will implement the Affirmative Action Program described below. The purposes of these activities are to: 1) achieve our Affirmative Action Goals, 2) maintain equal employment opportunity for all, including women, minorities and handicapped persons, 3) improve the representation of protected groups where they are underutilized and 4) maintain a work environment free of discrimination.

A. Targeted Recruitment and Selection Activities

To meet its Affirmative Action targets, the department will continue the following activities:

1. The office of City Attorney will work cooperatively with the EEO Unit of the Civil Service Commission to coordinate targeted recruitment activities and to fill all civil service positions subject to examination consistent with our affirmative action goals.
2. We will maintain and enlarge our contacts with professional and community organizations, law firms and government agencies, as a means of obtaining a qualified lawyer candidate pool that reflects the representation of women and minority groups in the profession and to disseminate information regarding the availability of legal positions.
3. Mailing lists of professional organizations representing women and minority lawyers will be continually updated so that they can be contacted as openings arise.
4. Staff members will continue to be encouraged to network with professional colleagues and organizations in order to enlarge and maximize our recruitment resources for women and minority lawyers.
5. Management personnel responsible for hiring both from eligibility lists and in non-civil service classifications will be directed to consider the department's Affirmative Action goals in making appointments.
6. Management personnel will also be encouraged to utilize the Rule of Three to implement these goals when making appointments from Civil Service lists.
7. We will place bulletins pertaining to civil service job openings on our centrally located bulletin board for the perusal of the department's staff.

8. We will provide on-the-job training to clerical staff for the legal steno and word processing positions.

9. We will contact community colleges to recruit persons for the legal assistant and word processing positions.

The persons responsible for these activities will be the Affirmative Action Officer and Affirmative Action Coordinator.

B. Examinations

To ensure that all announcements, interviews and examinations for job openings are unbiased and based on appropriate job related criteria, the department will continue the following activities:

1. We will analyze all job descriptions, standards and requirements to ensure that they are not discriminatory and that they accurately describe the responsibilities and duties detailed therein.

2. We will utilize job performance criteria in addition to educational background in evaluating the qualifications of applicants.

3. We will include women and minorities in the interviewing process.

The persons responsible for these activities will be the Affirmative Action Officer and the Affirmative Action Coordinator in cooperation with the Civil Service staff and department supervisors.

C. On-Going Activities

To ensure that the Equal Employment Opportunity Policy and Affirmative Action program continues to be an integral part of the departments everyday activities, the office of City Attorney will continue the following:

1. We will review job assignments to ensure they are made on a non-discriminatory basis.

2. We will train supervisors and team leaders in their responsibilities in implementing Affirmative Action objectives.

3. We will evaluate supervisors and team leaders on the success of their affirmative action efforts.

The persons responsible for these activities will be the Affirmative Action Officer and the Affirmative Action Coordinator.

D. Promotions:

Many promotions in the department are controlled by Civil Service's Rule of Three. To the extent that the department has control over promotions, we will ensure they are made in a non-discriminatory manner by continuing the following activities:

1. We will make promotions available to women and minorities within our department.
2. We will make promotions available on a combination of merit, seniority and affirmative action, rather than on seniority alone.
3. We will collect data pertaining to promotions and transfers for racial, ethnic and gender groupings for both our professional and non-professional staff.
4. We will post promotional opportunities on our centrally located bulletin board.
5. We will inform employees of existing training programs.
6. We will offer on the job training for our clerical staff.

The persons responsible for these activities will be the Affirmative Action Officer and the Affirmative Action Coordinator.

E. Separations, Disciplinary Actions and Complaint Procedures

To ensure that all personnel decisions regarding continued employment are free from any taint of discrimination and to provide an adequate opportunity for employees to air and have their complaints and grievances heard, the department will continue the following activities:

1. We will evaluate the standards used in all terminations and demotions to ensure they are based on objective criteria.
2. We will maintain a record of all terminations, disciplinary action and demotions by ethnic, race and gender groupings.

3. We will inform employees to procedures for filing and processing grievances and discrimination complaints and of the procedures and appeal rights in separation, termination, demotions and layoffs.

The persons responsible for these activities will be the Affirmative Action Officer and the Affirmative Action Coordinator.

F. Provisions for the Disabled

The department is committed to implementation of the Rule 34 Program which provides for exempt employment of severely disabled individuals. To ensure equal employment opportunity to the handicapped the office of City Attorney will continue the following activities:

1. We will review existing employment procedures as they affect physically disabled applicants and employees.
2. We will identify employment facilities in need of modification to accomodate disabled persons.
3. We will include agencies and organizations that serve the disabled on our recruitment lists.

The persons responsible for these activities will be the Affirmative Action Officer and the Affirmative Action Coordinator.

VIII. AUDITING, REPORTING AND EVALUATING PROCEDURES

To facilitate the internal monitoring and evaluate the progress of the affirmative action program, the department will continue the following procedures:

1. We will maintain current data by race, gender, classification, status and salary on all employees and submit the required data to the Civil Service Commission annually for the EEO-4 Report.
2. We will also maintain and submit to the Civil Service Commission reports, by minority group and gender groupings, concerning appointment, separations, transfers, promotions and disciplinary actions.
3. We will monitor and measure all affirmative action activities, identify problems, if any, and make changes as needed.

4. We will submit reports to the Civil Service Commission, Mayor, Board of Supervisors, Human Rights Commission and other appropriate agencies upon request.

5. We will update the data on labor force availability of women and minority lawyers when such information becomes available and incorporate it into our affirmative action plan.

IX. DISSEMINATION OF AFFIRMATIVE ACTION PROGRAM

The policy of this office is to ensure that all employees be informed of our Equal Employment Opportunity and Affirmative Action program.

The dissemination of information regarding this program will be achieved by the following:

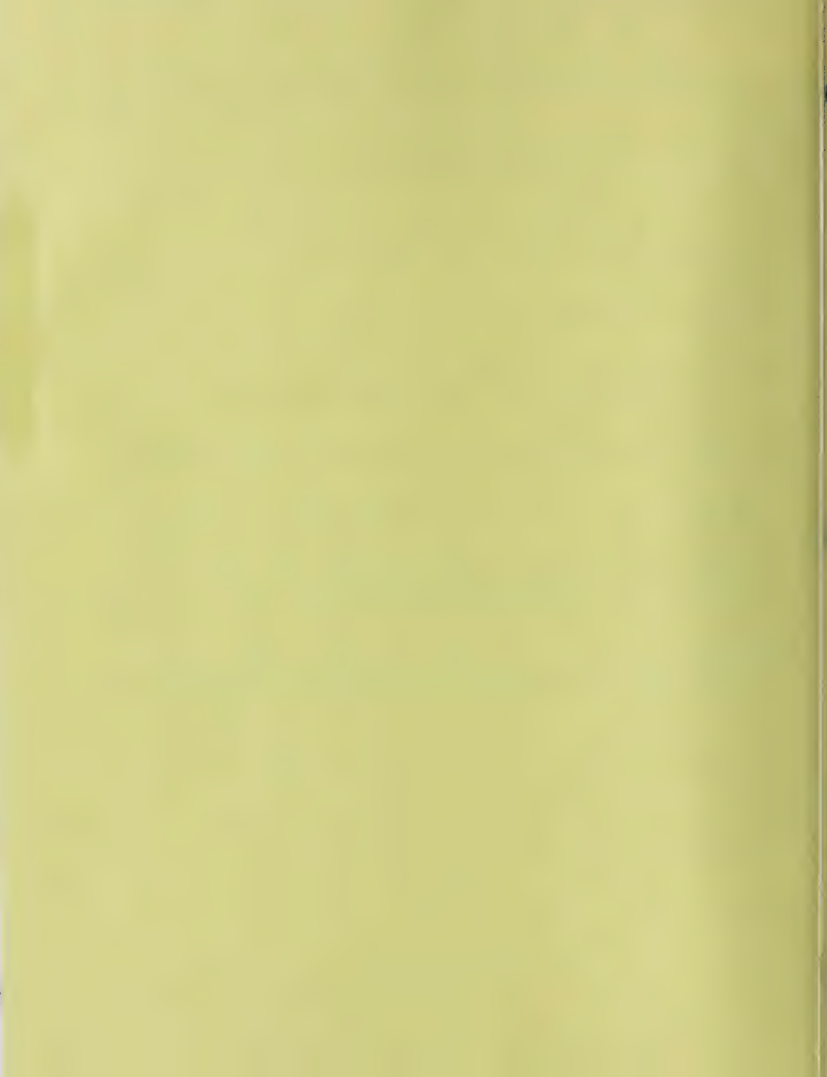
1. All department supervisors and team leaders will be informed of their responsibilities for the Program through training sessions and meetings with the Affirmative Action Officer.

2. The City Attorney's Equal Employment Opportunity policy statement will be posted on our centrally located bulletin board to inform all employees of the department's commitment.

3. Copies of the department's Affirmative Action Plan will be available for all employees to review.

4. The public, minority and women's organizations will be informed of the department's commitment to equal opportunity by including a copy of the department's affirmative action policy statement with job announcements issued to various recruitment sources.

5. Copies of the department's Affirmative Action will be placed on file at the Civil Service Commission, Human Rights Commission and at the main branch of the San Francisco Public Library.



AFFIRMATIVE ACTION/
EQUAL EMPLOYMENT OPPORTUNITY

PLAN AND PROGRAM

/ FEBRUARY 1993

DEPARTMENT OF CITY PLANNING
CITY AND COUNTY OF SAN FRANCISCO
450 McALLISTER STREET
SAN FRANCISCO, CALIFORNIA 94102

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I. INTRODUCTION

The basic purpose of City Planning is to assure orderly development of the City and County of San Francisco as a whole. This purpose is mandated by the City Charter, state law, and local ordinances or administrative codes. For example, Section 3.524 of the City Charter states:

"It shall be the function and duty of the City Planning Commission to adopt and maintain ... a comprehensive, long-term, general plan for the improvement and future development of the City and County, to be known as the Master Plan. The Master Plan shall ... present a broad and general coordinated and harmonious development, in accordance with the present and future needs of the City and County."

Department Organization

The policy-making authority for City Planning is vested by Charter in the City Planning Commission, with the Director of Planning as the Department Manager and responsible to the Commission. The Department as a whole serves as staff to the Commission. All major items worked on by staff are reviewed by the Director and required items go to the Commission, either for a decision, for recommendation to another body, or for information and comment to staff.

To carry out its purpose, the Department has two primary activities: Planning and policy development and permit application processing.

Planning and Policy Development

This activity includes developing the plans and policies that are adopted by the City Planning Commission. This responsibility includes revising and updating, on a periodic basis, the Master Plan and its various Elements, drafting zoning ordinance changes and additions to implement master plan policies, conducting special studies and developing special programs for carrying out planning policy.

Permit Application Processing

This activity implements the Master Plan and planning policies, after they are adopted by the Commission, and guides the development of land in the City. This is carried out through administration of the City Planning Code, the City's Subdivision Ordinance, Chapter 31 of the City's Administrative Code, and the California Environmental Quality Act (CEQA). The Assistant Director of Planning-Implementation also serves as the City's Zoning Administrator.

Administration/Department-Wide Support

The Director and Deputy Director are responsible for the overall management of the Department. The Commission Secretary provides support to the City Planning Commission. Also included in the overall management is the provision of support services such as personnel, accounting, supplies, facilities maintenance, and budget and fiscal management. Information and statistical services are provided through the OASIS Department computer unit. A primary objective of the Department's management is to assure that the Department's resources are being utilized with maximum efficiency and effectiveness toward accomplishment of the Department's program goals and service to the public.

II. SUMMARY

Background

In 1977, the Department of City Planning prepared the initial Affirmative Action/Equal Employment Opportunity Plan and Program. It was a joint document prepared by the Department of City Planning and the San Francisco Municipal Planners Association. The document was the result of interest and concern expressed by the City Planning Commission, the Director of Planning, and the staff of the department for affirmative action. A committee of five staff members was formed in October 1976 to develop that plan. The committee consulted with numerous agencies and their staffs, including the staff of the Civil Service Commission, the Human Rights Commission, the Federal Equal Employment Opportunity Commission, the Social Services Department, and various community agencies, in the course of preparing that plan. It also sought input from the staff of the department. The plan was adopted by the City Planning Commission in August 1977.

That document was updated in 1980 and there have been subsequent reviews of accomplishments and development of annual goals on a periodic and regular basis with the Civil Service Equal Employment office.

Format

The plan embodies the policy statement and an implementation strategy. Data on the work force and minority and female utilization in the department with specific recommendations for goals, timetables and actions are included.

Utilization Analysis

Based on available data from the department's personnel records and the 1980 decennial census, data are developed regarding ratios of females in the Department work force. As of June 30, 1991, there were 106 employees in the department, in a mix that generally reflects the 1980 labor force data. The analysis shows that there is some underutilization of certain labor force groups. As defined by the Civil Service Commission, underutilization is when a particular class of persons is proportionately a smaller percentage of the employer's work force than of the relevant labor market and the Department has some disparities.

The census data on the 1990 labor force were not available to the Civil Service at the time it needed to provide instructions to Departments. For information purposes, the 1990 labor force statistics are included in the appendix to the plan.

The composition and utilization analysis attached shows that overall the Department has a variance with the labor force data in Hispanics and a variance in Filipinos, based on June 30, 1991 staff data and 1980 labor force data.

The Civil Service defines several employment categories to be used in the analysis and Civil Service has analyzed our deficiencies, as of June 30, 1991 based on the 1980 labor force data, as follows:

Officials and Administrators - Absence of Hispanics and Filipinos, deficiency in Asians and women.

Professionals - Absence of Filipinos and modest deficiencies in Asians and women.

Technicians - No deficiencies.

Office and Clerical - Deficiency in Blacks.

Elected/Exempt - These are Commissioners appointed by the Mayor.

These staff data have changed since June 1991 but are not reflected here. An update will be done based on June 30, 1992 data.

Native Americans are not represented in any categories and represent a very small portion of the San Francisco labor force.

The number of minorities and female employees in the department has increased between 1980 and 1991. The Department's recruiting and hiring efforts, in the past and in the future, are focused to areas of underutilization based on the annual staff profile summary.

The Civil Service Commission has deemed the disabled a protected class. However, the disabled are not at this time included in the classification utilization analyses as no data are available for such analysis. Similarly, sexual preference is also a protected category, but there is no work force composition data currently available.

Implementation

The Affirmative Action/Equal Employment Opportunity Plan is designed to be reviewed and updated annually so that its goals can be achieved effectively. The department shall therefore, in conjunction with the Civil Service, the Commission on the Status of Women, and Human Rights Commission staffs of the City and County of San Francisco, establish policies, methods, and procedures to remove unnecessary barriers to employment, and continue to ensure equal employment opportunity.

In the setting of specific goals for improved representation of minorities and women, however, the department clearly understands that achievement of both short and long range goals is dependent upon the availability of qualified and interested applicants and according to a combination of appropriate merit factors, seniority, and affirmative action. The adoption and implementation of this 1993 update reaffirms the commitment of this department and the City Planning Commission in continuing our efforts toward affirmative action and non-discrimination.

III. POLICY STATEMENT

In compliance with federal, state, and local laws and guidelines, and consistent with policies of the Mayor, the Board of Supervisors and the Civil Service Commission, the Department of City Planning, and I, as Director for this department, are committed to equal opportunity and affirmative action in all employment decisions.

As a public employer, the department recognizes its special responsibility in eliminating discrimination against minorities and women. However, experience has demonstrated that a policy of non-discrimination by itself is not sufficient to erase within the foreseeable future the accumulated burdens imposed on women and minorities who have historically suffered from discrimination. Therefore, the department is responsible for developing, maintaining and implementing an Affirmative Action/Equal Opportunity Plan and Program.


The department is committed to providing equal employment opportunities and non-discrimination for all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related or other), AIDS/ARC/HIV infection, age, religion and political affiliations.

The affirmative action steps, including goals and time-tables set forth in the department's affirmative action plan, shall address all personnel decisions including recruitment, selection, hiring, transfer, promotion, training, compensation, assignment, benefits, layoff, reinstatement, and termination.

The successful achievement of a non-discriminatory employment program requires maximum cooperation among all employees. In fulfilling its part in this cooperative effort, management is obligated to lead the way by establishing and implementing affirmative procedures and practices which will achieve the objectives of equal opportunity for all. It is also incumbent on all employees to share the responsibility for a work place free of discrimination. In addition, the Department will continue to strive for cultural diversity in its work force and all employees have the responsibility to respect that diversity and to strive for a positive work environment.

The Department recognizes its responsibility to provide equal opportunity for minority, women and locally owned businesses in the award of contracts for personal services and other procurement and will continue its good faith effort to that end. The Department is committed to non-discrimination in its solicitation and procurement for services, supplies and equipment and embraces the City's guidelines, goals, and legislation for affirmative action in these areas. We will continue to work with the Human Rights Commission in this effort.

As Director, I will help establish, administer and provide policy direction for this program so that equal opportunity exists in all Department employment, promotion, and contracting. The Deputy Director will have the primary responsibility for implementation of the affirmative action program.


Lucian R. Blazej, Director
Department of City Planning

BASIS FOR THE AFFIRMATIVE ACTION PLAN AND PROGRAM

This affirmative action/equal employment opportunity plan and program is deemed necessary and desirable by the Department to assure that there is equal employment opportunity and non-discrimination and compliance with Federal, State and local laws. The Plan and Program is made available to the staff and prospective hires of the Department and represents the Commission and Department's commitment. While the Department has corrected much of the imbalance in the staffing evident in 1980, it recognizes that maintaining a balance is a continuing and on-going effort.

IV. IMPLEMENTATION

Implementation of the Affirmative Action/Equal Employment Opportunity Plan will continue with adoption of annual updates by the Planning Commission. Primary responsibility for plan implementation will be assigned to the office of the Deputy Director with assistance from additional staff whenever necessary.

For evaluation purposes, reports on the progress of the affirmative action program should be provided annually to the City Planning Commission. The Deputy Director, as affirmative action coordinator, will report directly and regularly to the Director. Changes in affirmative action policy and program recommended by the affirmative action staff shall be adopted by the City Planning Commission with the review by staff, the Municipal Planners Association of Local 21, Local 790 representatives, and other recognized employee organizations, as necessary.

Specific responsibilities of implementing the Plan and the responsible officials are identified in the following:

A. The Director shall:

1. Provide leadership in implementing the Affirmative Action Program and Plan.
2. Conduct evaluation of top level staff on their performance related to the implementation of this program.
3. In concert with civil service, assure that there is adequate recruitment of minorities and women applicants to participate in employment examinations.
4. Encourage the use of interview panels that include women and minorities.
5. As the appointing officer, make appointments based on a combination of appropriate merit factors, affirmative action, and seniority.

B. The Deputy Director shall:

1. Be responsible for implementing and administering the affirmative action program as it relates to the employment, training, and promotion of minorities and women, and monitoring and acting upon grievances initiated by staff as

outlined in the grievance procedure of the Civil Service Rules, Section 34, and the most current Memorandum of Understanding between the Municipal Planners Association Chapter of Local 21, Local 790, Municipal Executives Association and the City.

2. Review regularly affirmative action policies and proposals with the department staff, Municipal Planners Association, Local 790 department representatives, the City Planning Commission, Civil Service Commission, Commission on the Status of Women and Human Rights Commission to update the affirmative action plan.
3. Disseminate directives to Assistant Directors and supervisory personnel to analyze their work force, program needs, and client populations being served, in order to determine areas which could utilize more persons with bilingual skills and bi-cultural backgrounds.
4. Establish affirmative action program goals and timetables, and review periodically to ensure that these goals are being met.
5. Conduct evaluation of management and other responsible personnel on performance relating to this program and its implementation.
6. Coordinate training sessions with managerial and supervisory personnel to emphasize that management considers the affirmative action program to be of highest priority.
7. In concert with the Director and Personnel Officer, monitor the implementation and application of the affirmative action plan.
8. Provide counseling to disadvantaged employees seeking promotional opportunities and encourage participation in examinations .
9. Coordinate training and staff development activities.
10. Provide opportunities for disadvantaged employees to take advantage of special programs both within and out of the department which will prepare them for advancement.
11. Seek to participate fully in the testing procedures currently being done by the examination division of the San Francisco Civil Service staff for certain classifications. Analyze all aspects of the selection process to insure that barriers to hiring and promoting minority and other affected groups are eliminated, and that equal opportunity employment is afforded to all applicants. Assure balanced, integrated panels and equitable testing procedures during exams.
12. Based on the goals of the plan and updates, undertake and assist Civil Service, as appropriate, with targeted recruitment to address these goals.

13. Present to the appropriate authority (Director, Personnel Officer, General Manager of the Civil Service Commission) any issues pertinent to the implementation of the affirmative action program.
14. Maintain liaison with the Equal Employment Opportunity Commission, and other agencies and community groups which deal with affirmative action/equal employment opportunity matters.
15. Work with the civil service staff in obtaining and updating data on the composition of all job categories and salaries by racial/ethnic groups, sex, and second language skills.
16. When necessary and within civil service rules and regulations, establish special recruitment and orientation meetings among women and in minority communities, and develop communication channels with minority neighborhoods to assure that employment information is widely disseminated.
17. Monitor the disbursement of federal contracts to the department to ensure compliance with federal guidelines on equal opportunity employment and affirmative action.
18. Ascertain that the principles of the affirmative action program are adhered to in recommending contract awards to consultants.

C. All staff, and in particular, the Director, Deputy Director, Assistant Directors and supervisory personnel shall:

1. Pledge themselves to the objectives of this program, including demonstrating a positive attitude.
2. Provide a work environment free of harassment and free of discrimination.
3. Create a positive work place environment.
4. Work toward achieving the affirmative action goals of the Department's plan.

V. STAFF UTILIZATION ASSESSMENT ANALYSIS

Staff utilization assessment is an examination of the current personnel structure of the department in order to determine where underutilization of any population group exists. In this utilization assessment of the City Planning staff, significant underutilization is defined as "having less than 80% minorities or women in a particular job group than would reasonably be expected by their availability."

*Definition given by the Office of Federal Contract Compliance (OFCC) in enforcing Title VII in the 1964 Civil Rights Act and Executive Order 11246, as amended by Executive Order 11375.

The 1980 San Francisco labor force data are:

White 57.8%

Black 9.9%

Hispanic 11.2%

Asian 15.3%

Filipino 5.4%

American Ind. 0.4%

Male 54.8%

Female 45.2%

The attached tables provide the composition and utilization analysis for the Department and for various occupational categories.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>60 (56.6%)</u>			
<u>Black</u>	<u>12 (11.3%)</u>	<u>9.9%</u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u>11 (10.3%)</u>	<u>11.2%</u>	<u>- 0.9%</u>	<u>yes</u>
<u>Asian</u>	<u>19 (17.9%)</u>	<u>15.3%</u>	<u> </u>	<u> </u>
<u>Filipino</u>	<u>4 (3.7%)</u>	<u>5.4%</u>	<u>- 1.7%</u>	<u>yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- .4%</u>	<u>no</u>

By Gender

<u>Male</u>	<u>54 (50.9%)</u>			
<u>Female</u>	<u>52 (49%)</u>	<u>45.2%</u>	<u> </u>	<u> </u>
<u>Total</u>	<u>106</u>			

Affirmative action goals are needed if a) total number of employment is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A: Officials & Administrators

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>9 (81.8%)</u>			
<u>Black</u>	<u>1 (9.1%)</u>	<u>9.9%</u>	<u>- .8%</u>	<u>no</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>yes</u>
<u>Asian</u>	<u>1 (9.1%)</u>	<u>15.3%</u>	<u>- 6.2%</u>	<u>yes</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>no</u>

By Gender

<u>Male</u>	<u>9 (81.8%)</u>			
<u>Female</u>	<u>2 (18.2%)</u>	<u>45.2%</u>	<u>-27</u>	<u>yes</u>
<u>Total</u>	<u>11</u>			

Affirmative action goals are needed if a) total number of employment is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each:

<u>1852 Capital Program Manager (1)</u>
<u>5109 Deputy Zoning Administrator (1)</u>
<u>5112 Asst. Director of Planning - Implement (Zoning) (1)</u>
<u>5113 Asst. Director of Planning - Plans & Programs (1)</u>
<u>5115 Deputy Director of Planning (1)</u>
<u>5116 Director of Planning (1)</u>
<u>5263 Planner V - General (2)</u>
<u>5297 Planner V - Zoning (3)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B: Professionals

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>40 (59.7%)</u>			
<u>Black</u>	<u>9 (13.4%)</u>	<u>9.9%</u>	<u> </u>	<u>no</u>
<u>Hispanic</u>	<u>8 (11.9%)</u>	<u>11.2%</u>	<u> </u>	<u>no</u>
<u>Asian</u>	<u>10 (14.9%)</u>	<u>15.3%</u>	<u>- .4%</u>	<u>no</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>no</u>

By Gender

<u>Male</u>	<u>38 (56.7%)</u>			
<u>Female</u>	<u>29 (43.3%)</u>	<u>45.2%</u>	<u>- 1.9%</u>	<u>yes</u>
<u>Total</u>	<u>67</u>			

Affirmative action goals are needed if a) total number of employment is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each:

<u>5276 City Planning Intern (3)</u>	<u> </u>
<u>5277 Planner I (1)</u>	<u> </u>
<u>5278 Planner II (12)</u>	<u> </u>
<u>5280 Planner III (11)</u>	<u> </u>
<u>5281 Planner III Administrator (3)</u>	<u> </u>
<u>5282 Planner IV (8)</u>	<u> </u>
<u>5292 Planner IV (8)</u>	<u> </u>
<u>5294 Planner IV - Zoning (6)</u>	<u> </u>
<u>5297 Planner V - Zoning (3)</u>	<u> </u>
<u>5298 Planner III - Environmental Review (4)</u>	<u> </u>
<u>5299 Planner IV - Environmental Review (2)</u>	<u> </u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C: Technicians

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>2 (50%)</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>no</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>no</u>
<u>Asian</u>	<u>2 (50%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>no</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>2 (50%)</u>			
<u>Female</u>	<u>2 (50%)</u>	<u>45.2%</u>		
<u>Total</u>	<u>4</u>			

Affirmative action goals are needed if a) total number of employment is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each:

5228 City Planning Graphics Aide (2)

5330 City Planning Graphics Supervisor (2)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F: Office/Clerical

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>7 (36.8%)</u>			
<u>Black</u>	<u>1 (5.2%)</u>	<u>9.9%</u>	<u>- 4.7%</u>	<u>yes</u>
<u>Hispanic</u>	<u>2 (10.5%)</u>	<u>11.2%</u>	<u>- 0.7%</u>	<u>no</u>
<u>Asian</u>	<u>5 (26.3%)</u>	<u>15.3%</u>	<u> </u>	<u> </u>
<u>Filipino</u>	<u>4 (21%)</u>	<u>5.4%</u>	<u> </u>	<u> </u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>no</u>

By Gender

<u>Male</u>	<u>1 (5.3%)</u>			
<u>Female</u>	<u>18 (94.7%)</u>	<u>45.2%</u>	<u> </u>	<u> </u>
<u>Total</u>	<u>19</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each:

1426 Senior Clerk Typist (7)

1444 Secretary I (3)

1450 Executive Secretary I (3)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X: Elect/Exempt

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>2 (40%)</u>			
<u>Black</u>	<u>1 (20%)</u>	<u>9.9%</u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u>1 (20%)</u>	<u>11.2%</u>	<u> </u>	<u> </u>
<u>Asian</u>	<u>1 (20%)</u>	<u>15.3%</u>	<u> </u>	<u> </u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>no</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4.%</u>	<u>- 0.4%</u>	<u>no</u>
<u>By Gender</u>				
<u>Male</u>	<u>4 (80%)</u>			
<u>Female</u>	<u>1 (20%)</u>	<u>45.2%</u>	<u>-22.2%</u>	<u>yes</u>
<u>Total</u>	<u>5</u>			

Affirmative action goals are needed if a) total number of employment is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each:

0110 Member, City Planning (5)

VI. GOALS AND TIMETABLES

To correct the present minority deficiencies in the major employment categories, as noted in the Tables, the Civil Service recommended Affirmative Action Goals for the Department, by occupational categories are included in the following tables and become the Department's goals for June 30, 1993.

Given that the number of expected vacancies in the Department may be very limited because of the current budget crises, new hiring will be very limited and achieving the goals may be difficult. However, our commitment is to undertake the best effort possible in identifying and recruiting qualified minority applicants and to eliminate the under-representation this fiscal year.

The Department is committed to recruitment and promotion of staff to assure the staff reflects the City's diverse population, with emphasis on minorities and women. The Department is committed to an effort on behalf of the City's diverse population that does not exclude, but provides opportunities, regardless of race, gender, and sexual orientation.

Affirmative action goals and timetables for the department should be established and reviewed annually by giving careful consideration to the following factors:

- A. A utilization analysis. This analysis should precede the establishment of the annual affirmative action goals as it determines the extent of underutilization of minorities and women in each job classification. Affirmative action goals should be one of the important criteria in setting employment priorities with the most underutilized population group being the primary focus.
- B. Employee turnover rate. In the past several years, the annual staff turnover rate has been limited. The turnover rate affects setting the affirmative action goals because it provides an estimate of the availability of positions in the department. We do not foresee a high turnover rate and therefore limited opportunities for new hires and to address the underutilization.
- C. The availability of minorities and females on the civil service eligibility lists for the various job classifications. Since the department operates within the civil service rules, its affirmative action goals should take into account the availability of minorities and women for each job classification by referring to the eligibility lists of qualified potential employees. As civil service rules stipulate when a list exists only candidates who have passed the regular civil service tests are eligible for employment with the department, the lack of minorities and women on the lists means that the department should make special effort in recruiting qualified minorities and women. Moreover, the department should make a commitment to recruit and employ qualifiable persons who have heretofore been underutilized, and to provide appropriate training for them to develop their skills.

VII. ACTION PROGRAM

A. Recruitment

Current recruitment situation: The responsibility for the recruitment and development of list of eligibles for hiring is with the San Francisco Civil Service Commission. The Deputy Director of the Department of City Planning has the responsibility for the Department in the absence of the Civil Service Effort and/or in support of the civil service effort. There are two basic types of hires:

1. Regular temporary and permanent appointment through examination.
2. Non-civil service and limited tenure selection.

The primary method of personnel selection in the San Francisco Department of City Planning is the civil service examination, which provides all departments with staff whose qualifications have been verified through testing processes.

In the absence of candidates who have completed the examination process, a second method of personnel selection is in use. When the department hires employees who have not completed the examination process, they are employed on a non-civil service basis. If an employee exhausts his or her 130 days as a non-civil service appointee, he or she may be granted temporary limited tenure status if no candidates are available from a civil service eligibles lists at that time. These limited tenure appointments exist until such time as candidates who have completed the testing procedures can be appointed. The Department's strong preference is to hire from the Civil Service list of eligibles.

The recruitment activity of the Civil Service Commission includes announcing examinations which are open to the general public. The Civil Service Commission advertises by distributing and posting announcements and through targeted community outreach programs. Advertisements may be published in newspapers, professional magazines, and newsletters.

B. Affirmative Action Program Recruitment Objectives

Based upon the June 30, 1991 data on underutilization, primary ethnic minority recruitment objectives for fiscal year 1992-93 are: Hispanic professionals, and Filipino professionals. Recruitment, however, should not neglect other groups in the City's diverse population with emphasis on the minority and female groups.

The department, in the absence of a civil service effort, should contact appropriate media, public and private employment agencies, educational institutions, community groups, and others who have special contacts with women and minority groups, to recruit potential employees. The department should maintain and regularly update the list used for recruitment and include educational institutions, student groups, minority and woman based organizations that would be likely resources of qualified minority and women applicants for technical and

professional positions. The department should ascertain the distribution of job announcements to minority and women recruitment sources. In cooperation with the Civil Service Commission, the department should make special efforts to inform minority groups of the department's affirmative action plan and departmental needs in various job categories.

C. Affirmative Action Selection and Appointment Objectives

One of the most effective ways of implementing affirmative action is by means of the selection process for hiring through civil service. It is assumed that a fair representation on eligible lists can only be guaranteed by a representative number of qualified applicants taking competitive exams. To achieve this end, the following steps must be taken in the selection process to insure against discrimination in hiring:

a. Recruitment and screening procedures within civil service should be structured so as to insure an adequate reflection of the city's diverse population among the number of applicants who then become qualified to take exams or be granted a further interview. Certain judgments may be made in the screening process which tend to discriminate, such as acceptance of an "accredited university", or other education-related requirements. Further, job requirements should be designed so as not to exclude certain groups. The department, in structuring job announcements, can assure against this. Screening procedures should be continually evaluated and monitored by civil service to guarantee non-discrimination.

b. Since generally only oral examinations are given for jobs within the planning series, the composition of panels set up to give these exams should, within limitations, reflect the makeup of the city's diverse population. In addition, the Department of City Planning can be influential in the panel's evaluation process, and should articulate the department's needs, particularly in the area of female, and minority hiring, to the panel. At least one female and one minority person, should sit on these panels. Members of the panel should have, as a minimum, qualifications in education and experience relevant to the position which is being tested and good knowledge of principles and processes of planning and zoning. In the panel's evaluation, equal employment opportunity should be available for all applicants.

c. Affirmative action and the Department's affirmative action goals should be an important criteria in the evaluation of candidates for hiring.

Civil Service has a set of rules designed to insure against discrimination in hiring. However, the Department of City Planning must take an active role in the selection process to achieve this end and assure that there is no discrimination based on race, gender or sexual orientation.

D. Promotion and Upward Mobility

The goals of affirmative action and equal opportunity in promotion and upward mobility are limited by qualifications and testing procedures established by the Civil Service Commission. The department's goals in promoting its employees should focus on assisting

them to qualify and pass the examination, and insuring that job performance evaluation criteria are taken into account in the examination process. To that end, the department shall take the following actions:

- Set up and implement a data system for tracking records of all employees and analyze comparative qualifications such as education, work experience, seniority, performance record, and other factors that may indicate people working at jobs below their ability.
- Evaluate the employee's performance and provide career development counseling to inform employees of advancement opportunities and necessary training to qualify.
- Evaluate areas where apprenticeship and training programs can be developed to upgrade minorities and women. Work with appropriate agencies to implement the programs.
- Provide management training opportunities to supervisory personnel who will in turn assist their staff to develop skills effectively.

E. Special Consideration in Personnel Development

Aside from regular activities in recruitment and hiring, the department shall also apply the principle of affirmative action to other aspects of personnel administration so as to improve its various services to the city. These should include:

- Employing in available positions a sufficient number of qualified bilingual persons in public contact positions or as interpreters to assist those in such positions to ensure the provision of information and services in the languages of the non-English speaking peoples.
- Making available flex-time or part-time schedules to all staff, so that they can make use of educational opportunities for further skill development.
- Assigning qualified women and minority professionals to all areas of responsibility, especially supervisory capacities, in order to fully utilize their skills and expertise and ensure equal employment opportunity for the staff.
- Establishing training programs and workshops to prepare people within the department for advancement opportunities.
- Provide sensitivity training for employees and managers to function satisfactorily in a culturally diverse work force.
- Provide training, guidance and leadership in promoting and assuring a positive work environment.
- Recommending balanced representation of the City's diverse population on the

Planning Commission and other advisory boards to department projects.

- When feasible, fully utilizing the summer internship program and work study programs of the department to train qualified minorities and women in planning.

F. Program evaluation and monitoring should be ongoing and through this process the department shall:

- Monitor and review staff performance annually in implementing the affirmative action plan.
- Report progress toward affirmative action goals, and keep management informed of the development, problems and advancement of the affirmative action plan.
- Conduct periodic evaluation of progress of affirmative action efforts. Identify problem areas and take action to change approach or re-establish objectives.
- Evaluate management and supervisory personnel based on their performance under this program.

G. Consultants

The department from time to time, may award contracts to consultants to conduct studies relating to all facets of planning. While consultants generally have to compete for these contracts by following the procedure established by the City and the department, to date, only a few minority consultants have ever been awarded a prime contract.

The department and its responsible officials can provide guidance on the selection of consultants to prepare preliminary draft Environmental Impact Reports (EIRs) for both public and private projects within the jurisdiction of San Francisco to date, few minority consultants have been selected to prepare these preliminary draft Environmental Impact Reports.

In view of the fact that the department will continue to award contracts to planning consultants for their services, the department shall ensure that minority and female consultants are fully informed of future contracts. The department should also follow a selection procedure that renders favorable consideration to minority and female-owned firms and recognizes consultant firms which use minority and female-owned firms, have minority principals, female principals, minority and female professional staff, and a demonstrated record in affirmative action.

The department will continue to work with the San Francisco Human Rights Commission in solicitation and evaluation of consultants in carrying out affirmative action in the award of contracts.

VIII. DISSEMINATION OF POLICY AND PLAN

Information on the Affirmative Action/Equal Opportunity Employment Plan and Program will be distributed internally to the Commission and the staff within the department, and externally to other public and private agencies, community groups, and the general public.

A. Internal Communication

1. Copies of the plan and updates shall be made available to the entire staff. Copies will be available to the Director and Assistant Directors, Planning Commission, and Municipal Planner Association. Copies of the policy statement shall be distributed to the entire staff.
2. Statements on the Affirmative Action Plan shall be included in the Office Manual which will be made available to new employees during their orientation.
3. Announcements on employment and promotional opportunities shall be publicized and posted according to Department and City procedures.
4. Copies of discrimination complaints and the grievance procedure of the Civil Service Rules, Section 34, and the most current Memorandum of Understanding between the Municipal Planners Association (IFPTE local 21), Local 790, and other employee organizations and the City shall be made available to the entire staff.
5. The Affirmative Action Plan and the progress of its implementation will be reviewed and kept up to date at Commission, administrative, supervisory and general staff meetings so that the Commission and the staff will be informed of its latest development.

B. External Communication

1. The department will inform the Civil Service Commission, the Human Rights Commission, the Office of the Mayor, the Commission on the Status of Women, and other public agencies of its Affirmative Action/Equal Employment Opportunity Plan and Program.
2. Existing and potential employee recruitment sources, such as employment agencies, college offices, professional organizations, consulting firms, minority and women's groups, Gay rights groups, and community agencies shall all be informed continuously of the department's affirmative action policy and programs.
3. The department shall advise all prospective contractors that it is an affirmative action employer. All contracts and subcontracts will adhere to the affirmative action policy and plan.

4. The statement "An Affirmative Action/Equal Employment Opportunity Employer" and "Minorities, Women and Individuals with Disabilities are Encouraged to Apply."

III. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: City Planning

Anticipated Vacancies: Number and description.

Up to 15.

Note: Vacancies may occur, but the hiring freeze will limit any new hiring.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic (-1)</u>	<u>+3</u>	<u> </u>	<u> </u>
<u>Filipino (-2)</u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

IV. Affirmative Action Goals by Occupational Category

Use a separate form for category

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: A: Officials & Administrators

If by division, identify:

Anticipated Vacancies: Number and description.

ONE (FY 92-93)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic (-1)</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian (-1)</u>	<u> </u>	<u> </u>	<u> </u>
<u>Women (-3)</u>	<u>+1</u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

IV. Affirmative Action Goals by Occupational Category

Use a separate form for category

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Professionals _____

If by division, identify: _____

Anticipated Vacancies: Number and description.

NONE TO TWO (FY 92-93) _____

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Filipino (-4)</u>	_____	_____	_____
<u>Women (-2)</u>	<u>+4</u>	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

IV. Affirmative Action Goals by Occupational Category

Use a separate form for category

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: F: Office/Clerical

If by division, identify:

Anticipated Vacancies: Number and description.

NONE TO THREE (FY 92-93)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Blacks (-1)	+2		

Goals may include accomplishments made since 7/1/91.

IV. Affirmative Action Goals by Occupational Category

Use a separate form for category

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: F: Elected/Exempt

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Women (-1)</u>			

Goals may include accomplishments made since 7/1/91.

Appendix A
Department of City Planning
Staff Profile

Race	Totals			Officials/Administrators			Professional			Technical			Office/Clerical		
	1980	1991	1992	1980	1991	1992	1980	1991	1992	1980	1991	1992	1980	1991	1992
Ethnicity															
White	52 (53%)	58 (57%)	55 (55%)	3 (60%)	9 (92%)	5 (62.5%)	41 (76%)	40(60%)	42 (60%)	2 (67%)	2 (50%)	2 (50%)	6 (30%)	7 (37%)	6 (28%)
Black	11 (13%)	11 (11%)	13 (12%)	1 (20%)	1 (8%)	2 (25%)	5 (9%)	9(13%)	8 (11%)	0	0	0	5 (25%)	1 (5%)	3 (14%)
Hispanic	4 (5%)	10 (10%)	12 (11%)	0	0	0	2 (4%)	8(12%)	9 (13%)	0	0	0	2 (10%)	2 (11%)	3 (14%)
Asian	14 (17%)	18 (18%)	19 (19%)	1 (20%)	1 (8%)	1 (12.5%)	5 (9%)	10(15%)	11 (16%)	1 (33%)	2 (50%)	2 (50%)	7 (35%)	5 (26%)	5 (24%)
Filipino	1 (1%)	4 (4%)	4 (4%)	0	0	0	1 (2%)	0	0	0	0	0	0	4 (21%)	4 (19%)
Total	82	101	103	5	11	8	54	67	70	3	4	4	20	19	21
Gender															
Male	45 (55%)	50 (51%)	50 (49%)	4 (80%)	9 (82%)	5 (63%)	36 (67%)	38(57%)	42 (60%)	1 (33%)	2 (50%)	2 (50%)	4 (20%)	1 (5%)	1 (5%)
Female	37 (45%)	51 (49%)	53 (51%)	1 (20%)	2 (18%)	3 (37%)	18 (33%)	29(43%)	28 (40%)	2 (67%)	2 (50%)	2 (50%)	16 (80%)	18 (95%)	20 (95%)
Total	82	101	103	5	11	8	54	67	70	3	4	4	20	19	21

Note: Data as of June 30 of year.

APPENDIX B
1990 Labor Force Data

The 1990 San Francisco labor force data are:

White	52.0%		
Black	8.2%		
Hispanic	12.8%		
Asian	21.0%		
Filipino	5.4%	Male	54.3%
American Ind.	0.4%	Female	45.7%

NOTE: Percentages may not total 100% due to rounding and small percentage (0.1%-0.2%) designated as "other".

APPENDIX C

1. Definitions

The following definitions are given as a basis for interpreting this analysis.

(A) The U. S. Equal Employment Opportunity Commission has the following definitions for racial/ethnic identification.

(1) WHITE (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

(2) BLACK (not of Hispanic origin): All persons having origins in any of the black racial groups of Africa.

(3) HISPANIC: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race. The category Hispanic does not include persons from Portugal, Brazil, Guyana, Surinam or Trinidad.

(4) ASIAN OR PACIFIC ISLANDERS: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, and Samoa. The Indian Subcontinent includes India, Pakistan, Bangladesh, Sri Lanka, Nepal, Sikkim and Bhutan.

(5) FILIPINO: All persons having origins in any of the original peoples of the Philippine Islands.

(6) AMERICAN INDIAN OR ALASKAN NATIVE: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

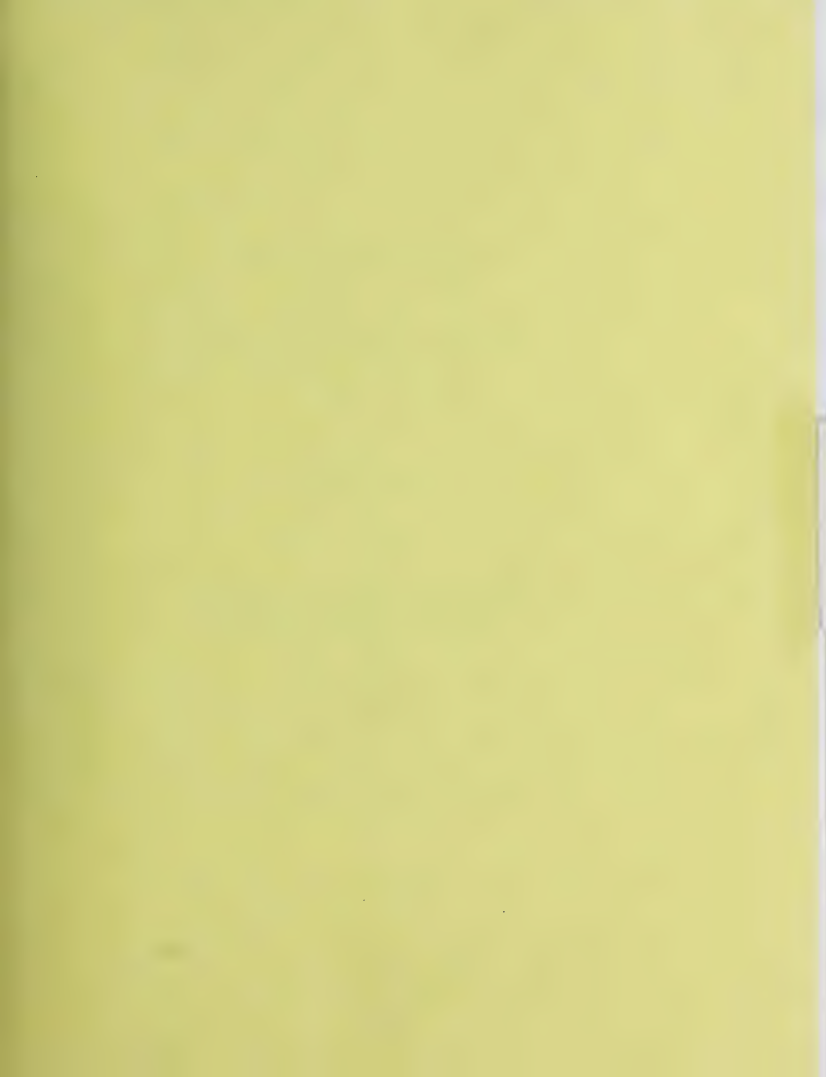
NOTE: The concept of race as used by the Equal Employment Opportunity Commission does not denote clearcut scientific definitions of anthropological origins. An employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than one race/ethnic category.

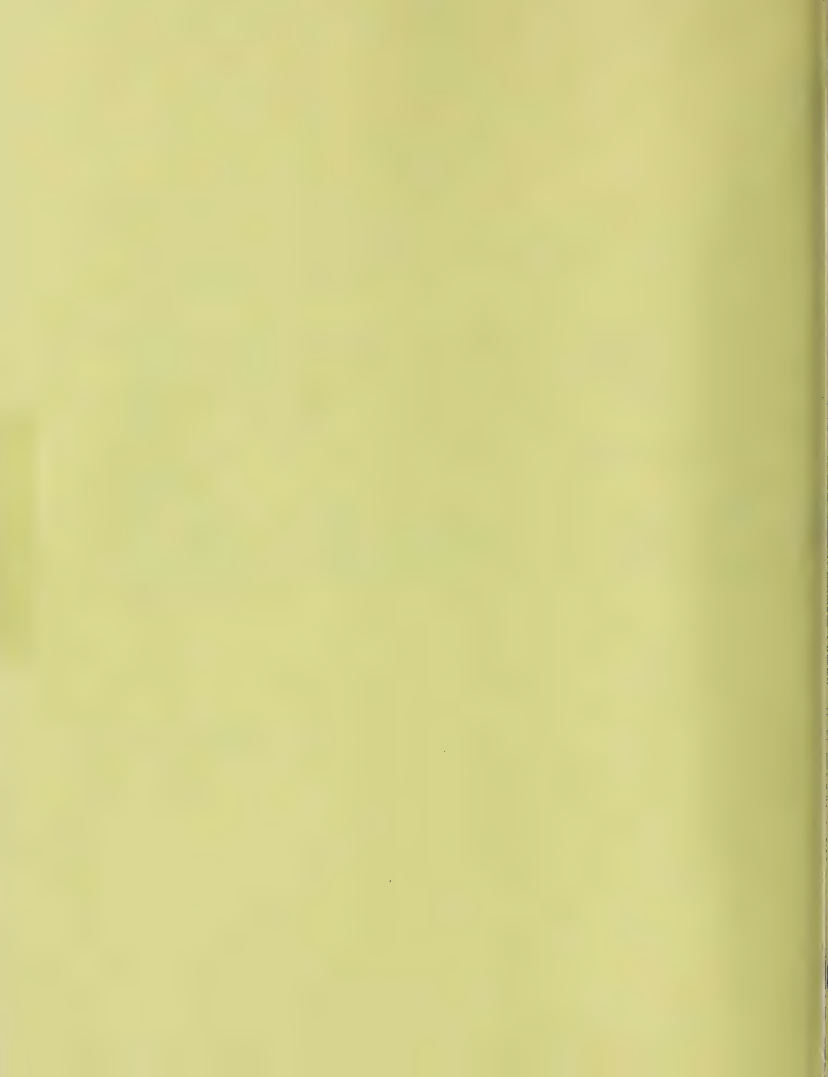
APPENDIX D

Job categories based on civil service classification.

- (1) Officials and Administration positions include: civil service classes of 5116 Director of Planning; 5115 Deputy Director of Planning; 5112, 5113 Assistant Director of Planning; 5109 Deputy Zoning Administrator; 1852 Capital Program Manager; 5297 Planner V - Zoning; 5263 Planner V - General.
- (2) Professional positions include: civil service classes of 1652, Senior Accountant; 1842, Management Assistant; 1811 MIS Specialist I; 5276 City Planning Intern; 5277 Planner I; 5278 Planner II; 5280, 5281, 5283, 5292, 5298, Planner III; 5299, 5282, 5294, Planner IV; 5263, 5297, Planner V; 5284, Environmental Review Officer; 5288 Transit Planner II; 5289 Transit Planner III; 5290 Transit Planner IV; 5296 Planner IV - Urban Systems Analyst; 9742, Staff Assistant V, 1556 Commission Secretary.
- (3) Technical positions include: civil service classes of 5328 and 5330, City Planning Draftsperson.
- (4) Support positions include: civil service classes of 1222, Senior Payroll Clerk; 1404 Clerk; 1408 Principal Clerk; 1424, Clerk Typist; 1426 Senior Clerk typist, 1444, Secretary I; 1446, Secretary II; 1450, Executive Secretary I, 1452 Executive Secretary II, 1454 Executive Secretary III; 1706 Telephone Operator; 1708 Sr. Telephone Operator, 1720 Data Entry Operator.

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CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION

DEPARTMENTAL AFFIRMATIVE ACTION PLAN

September, 1992

ALBERT C. WALKER, GENERAL MANAGER PERSONNEL
EVELYN HOGAN-JACKSON, DIVISION MANAGER,
EQUAL EMPLOYMENT OPPORTUNITY





DATE: September 10, 1992

TO: Employees and Applicants for Employment
Civil Service Commission

FROM: Albert C. Walker
General Manager, Personnel

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

Under the San Francisco City and County Charter, the Civil Service Commission is the central personnel agency servicing the needs of all City and County departments in the area of employment and personnel. With respect to these activities, the Civil Service Commission hopes to serve as a role model to City and County departments by aggressively promoting equal employment opportunity and implementation of our Affirmative Action Program.

It is the policy of the Civil Service Commission to comply with Federal, State, and local laws and guidelines governing equal employment opportunity and affirmative action. It is also the policy of the Commission to commit this agency to uphold these provisions and to continue to ensure that no person shall be discriminated against in recruitment, selection, appointment, training, promotion, retention, discipline, or any other aspect of employment because of race, religion, gender, national origin, ethnicity, age, physical or mental disability, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), AIDS, or HIV infection. This policy includes our commitment to maintain a workplace that values diversity and is free from discrimination for all employees.

The Civil Service Commission's Affirmative Action Plan will continue to address issues related to the representation of all minorities and women in the department's workforce. Affirmative and continuing actions will be taken to attain a departmental workforce which reflects San Francisco's available labor market. Further, there will no non-job related barriers to employment and promotion of minorities, women, or disabled individuals.

As this department's appointing officer, I am directing that all employees of this agency take responsibility in carrying out the intent of this policy. I personally adopt this policy and commit myself to the objectives of this Affirmative Action Plan.

I designate Ms. Evelyn Hogan-Jackson to be the department's affirmative action representative. She can be reached at 554-6959.

A handwritten signature in cursive script, reading "Albert C. Walker".

Albert C. Walker
General Manager, Personnel

CIVIL SERVICE COMMISSION
DEPARTMENTAL AFFIRMATIVE ACTION PLAN

ACCOMPLISHMENTS AND UPDATE

In August, 1989, the General Manager, Personnel of the Civil Service Commission reviewed its workforce composition and established affirmative action goals for June 30, 1990.

In the department's senior management category, affirmative action goals were established to fill its two vacancies, the Director of Training and the Affirmative Action Coordinator, with one woman, and one racial or ethnic minority. Both goals have been accomplished. Additionally, another minority was hired for a new management level position in the Examination Division. In 1992, due to early retirement, the department's top position, the General Manager, Personnel, was vacated. This position, and the Assistant Secretary to the CSC position, are currently filled on a temporary basis, pending the Commission's selection of a permanent General Manager.

Professionals, which comprise the largest employment group of the department, include personnel analysts, training officers, affirmative action specialists, and others. The 1989 affirmative action goal to hire Filipinos as personnel analysts has been accomplished. There were no Filipinos in this series in 1989; five have been hired, reflecting the representation of Filipinos in the available labor force. The goal to promote Blacks and Hispanics to senior level professional positions has resulted in two successes (one promotion and one transfer from another department) out of five opportunities.

Another goal of the 1989 affirmative action plan was to improve representation of minority professionals in all divisions of the department. This goal was important for staff development and cross training of the department's professional staff because many minorities felt limited in training and mobility opportunities. The Classification and Salary Units have been merged into one division and its total representation of minority personnel analysts has increased from one to six. The Management Development Unit had no minorities in 1989; it now has one in a total of five training officers.

The department also established a goal to hire two employees with disabilities, one professional and one clerical, through "Rule 34" the special employment program for severely disabled individuals. One hire was accomplished, in a personnel analyst position.

The goals established for June 30, 1990 were mostly achieved. The affirmative action plan which follows addresses the Civil Service Commission's current workforce and goals for June 30, 1993.

I. INTRODUCTION

This Departmental Affirmative Action Plan of the Civil Service Commission is prepared in compliance with the San Francisco Administrative Code, Section 16.9-24. This Plan addresses the employments of the Civil Service Commission. By authority of the San Francisco Charter, the Civil Service Commission is the central personnel agency for all departments of the City and County. Albert C. Walker, the General Manager, Personnel, is the department executive and reports to a five member Civil Service Commission appointed by the Mayor.

Through its various divisions, the staff of the Civil Service Commission is responsible for classifying positions, recruiting and testing candidates, certifying qualified eligibles to departments for appointment, and ensuring equal opportunity in all employment actions. The staff also provides assistance and services to departmental personnel, employees, and applicants on various employment issues.

The divisions of the Civil Service Commission are:

- Classification and Compensation
- Recruitment and Selection
- Management and Employee Development
- Equal Employment Opportunity and Affirmative Action
- Administration and Personnel Services.

The employees of the Civil Service Commission are located in City Hall and in a nearby office building.

II. RESPONSIBILITIES

The Civil Service Commission shall oversee and evaluate the implementation of the department's affirmative action program.

The General Manager, Personnel will have overall administrative responsibility for the Civil Service Commission's Affirmative Action Program. Specifically, the General Manager will:

- designate an Affirmative Action Coordinator to oversee and implement the program;
- issue an Equal Employment Opportunity and Affirmative Action Policy and other policies as necessary for the department;
- establish and communicate the department's affirmative action goals to all division and unit managers;

Civil Service Commission
Departmental Affirmative Action Plan

- provide administrative resources to support the implementation of the program;
- evaluate the performance of departmental managers in the achievement of goals, and report periodically to the Civil Service Commission;
- report to the Board of Supervisors, Mayor, Human Rights Commission, Commission on the Status of Women and other agencies as required.

The Affirmative Action Coordinator will be responsible to plan, coordinate, and evaluate a comprehensive affirmative action program for the Civil Service Commission, including:

- recommend actions for the department to take in order to achieve its affirmative action objectives;
- maintain and review information on the department's workforce including hires, promotions, separations, etc.;
- report to the General Manager periodically on the progress and problems in implementation of the affirmative action program;
- establish, with input from division managers, and approval of the General Manager, annual employment projections and affirmative action goals for the department;
- coordinate training and technical assistance to department managers and staff on eeo and affirmative action issues and their roles in implementation of the program;
- investigate complaints of employment discrimination.

Each division and unit manager will be responsible for implementation of the affirmative action program, including:

- taking affirmative action steps in selection, promotion, staff development, etc.;
- making good faith efforts to achieve affirmative action goals;
- training and evaluating staff on eeo and aa responsibilities;
- ensuring that the workplace is free from harassment for its employees.

All employees of this department are responsible for treating one another in a professional manner and complying with policies which prohibit unlawful discrimination, racial slurs, and sexual harassment.

III. WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS

The total workforce of the Civil Service Commission numbered 125 on 6/30/92. Compared to the San Francisco available labor market, the department's composition is balanced for all minority groups and women, with the exception that Hispanics continue to reflect a slight disparity.

By occupational categories, the Civil Service Commission's staff is concentrated in Professionals with a total of 69 positions, and in Administrative Support with 38 positions. Nine employees work in classifications identified as Officials and Administrators, two as Technicians, and six as Paraprofessionals. The five Civil Service Commissioners, appointed by the Mayor, are enumerated in the Elected or Exempt category.

Officials and Administrators:	9
Professionals:	69
Technicians:	2
Paraprofessionals:	6
Administrative Support:	34
Elected or Exempt:	5

In the Officials and Administrators category of nine employments, there are six males and three females. By race, four are White, two are Black, one is Hispanic, and two are Asian. This is a significant improvement from 1989 when all of the department's seven managers were males and all but one were White.

In the Administrative Support (previously called Office and Clerical) category, women represent 79% of the workforce, and all minority groups are represented above labor force parity levels. Positions in this category include typists, personnel clerks, and secretaries.

The largest employment group in this department are Professionals which includes personnel analysts, training officers, affirmative action specialists, and other professionals. In recent years, the number of positions in this category has fluctuated due to budget changes and has resulted in different minority group disparities. In the department's 1989 plan, Filipinos were underrepresented in the Professional category. Currently, Hispanics are underrepresented, compared to labor market availability.

The largest group of professional employments in this department are personnel analysts. In 1989, there were no Filipinos employed in any personnel analyst classification. In June 1992, Filipinos are above parity levels, but Hispanic and Asian employment as personnel analysts have fallen below availability levels.

Civil Service Commission
Departmental Affirmative Action Plan

In 1989, two of the department's units, Management Development and Wage/Salary, had no minorities in its professional positions; and the Classification Unit had only one. Significant progress has been made. June, 1992 utilization analysis reports the following compositions:

Mgmt and Employee Dev:	1 minority in 5 professionals
Recruitment & Selection:	16 minorities in 33 professionals
Classification & Wage/Salary:	6 minorities in 14 professionals
Admin and Personnel Serv:	3 minorities in 8 professionals
EEO and AA:	8 minorities in 8 professionals.

Narrative Analysis

The composition of the Civil Service Commission's workforce has improved significantly in the past ten years to reflect the labor market availability of all minorities and women. Since 1989, accomplishments in the department's affirmative action program include:

- every division now has minorities and women in its professional positions;
- the number of minority managers increased from one to three; the number of women managers increased from zero to two;
- the number of Filipino personnel analysts increased from zero to five;
- general training on the Americans with Disabilities Act was attended by staff from all divisions; special ADA training was conducted for all Recruitment and Selection employees;
- implementation of open recruitment and selection process to fill provisional vacancies;
- increased opportunities for cross training of professionals in various divisions.

Notwithstanding the department's accomplishments, a number of problems continue to hinder the department's ability to make additional progress in its affirmative action program. The most serious problem is the department's budget situation, reflecting the fiscal difficulties currently encountered at all levels of government. When layoffs had been necessary, the first employees who were affected were the least senior, many of whom are minorities or women. The department is exploring creative budget options with layoffs to be implemented only as a last recourse.

Another problem, a continuing one, is the lack of civil service examinations in the department's promotive level professional classifications. At the Senior Personnel Analyst level, six of ten employees are temporary in the class; at the Principal level, all five analysts are temporary. Six of nine management employees are temporary in their positions. There is an executive search underway for the General Manager, Personnel position which is exempt from civil service testing. No examinations are planned for the remaining management positions.

IV. AFFIRMATIVE ACTION GOALS, ANNUAL TARGETS, AND TIMETABLES

The goal of the Civil Service Commission is to employ a workforce which reflects the diverse composition of the San Francisco labor market. Until data from the 1990 U.S. Census is available, this department will continue to strive for workforce parity with 1980 labor market availability.

Based on review of current workforce utilization and analysis of labor market availability, the Civil Service Commission establishes these employment targets for June 30, 1993:

Officials and Administrators: The General Manager, Personnel vacancy will be filled by an exempt appointment to be determined by the Civil Service Commission.

Professionals: No new hires are anticipated in professional positions, due to the department's budget situation. However, if vacancies occur and positions are filled, the affirmative action goals will be to increase the representation of Hispanics in professional positions in general; and to increase the representation of Hispanics and Asians in Personnel Analyst positions. Another goal at the professional level is to increase minority representation in Senior and Principal Personnel Analyst positions. If the civil service examinations are completed by June 30, 1993 and the composition of the eligible lists allow, this department will also establish goals to hire minorities for fifty percent of the Senior and Principal Personnel Analyst openings.

Based on current utilization, affirmative action goals are not needed in the remaining occupational categories

V. AFFIRMATIVE ACTION STEPS

The actions that the Civil Service Commission will take in order to achieve its affirmative action goals include the following:

- the department's EEO/Affirmative Action Policy and other relevant policies will be reissued and posted on employee bulletin boards;

Civil Service Commission
Departmental Affirmative Action Plan

- the General Manager, Personnel will periodically remind managers and supervisors of the department's affirmative action goals and will evaluate them on their performance in achieving goals;
- unit managers and supervisors will be encouraged to participate in management training programs in the areas of equal employment opportunity, workforce diversity, preventing harassment, new developments in eeo/aa, etc.;
- managers and supervisors will assess development needs of staff, encourage their participation in professional development, and make resources available for their training in order to improve promotive opportunities;
- civil service examinations for promotive level professional positions which are currently filled on a temporary basis will be administered;
- to fill department openings in the absence of eligibles from lists, notices will be posted and circulated to invite applications;
- Civil Service staff will conduct targeted recruitment for provisional openings and for Civil Service examinations in classes where affirmative action goals have been established;
- the General Manager, Personnel will expand the department's rotational assignment program which allows professional staff to work in its various divisions and to gain experience in more than one specialty;
- the Affirmative Action Coordinator will promptly investigate complaints of employment discrimination.

VI. REPORTING AND DISSEMINATION

The General Manager, Personnel and the Affirmative Action Coordinator will compile and report on the progress of the Civil Service Commission's Affirmative Action Program. Such reports will be submitted to the Civil Service Commission, the Mayor, the Board of Supervisors, the Human Rights Commission, and the Commission on the Status of Women.

Notice of the Civil Service Commission's Affirmative Action Plan will be given to all employees of the department. Each division manager will retain a copy for review by division employees. Additionally, copies will be available from the department's Affirmative Action Coordinator in the Equal Employment Opportunity and Affirmative Action Division located in Room 151, City Hall.

The Civil Service Commission's Affirmative Action Plan will be made available for review by community organizations and the public upon timely requests.

APPENDICES

Classifications in the Civil Service Commission, by Occupational Categories;

Departmental Workforce Composition by Occupational Categories;

SF Administrative Code Section 16.9-24: Departmental AA Plans;

Policy Prohibiting Use of Slurs by City Officials and Employees;

Policy Prohibiting Sexual Harassment of City Employees;

Policy on Language Diversity;

How to File a Discrimination Complaint;

Policy Prohibiting Discrimination in Employment on the Basis of AIDS, ARC,
HIV Infection, or any related medical signs or symptoms.

Classifications by Occupational Categories

The employees and Commissioners of the Civil Service Commission are enumerated in the following classifications, categorized by these federal designated occupations. The number in parentheses indicates filled positions on 6/30/92.

Officials and Administrators

1234 Director of Training (1)
1235 Affirmative Action Coordinator (1)
1248 Assistant Division Manager, Personnel (2)
1278 Division Manager, Personnel (2)
1284 Assistant Secretary, CSC (1)
1292 General Manager, Personnel (1)
9746 Staff Assistant VII (1)

Professionals

1231 Associate Affirmative Action Coordinator (2)
1232 Training Officer (4)
1233 Affirmative Action Specialist (6)
1242 Personnel Analyst (38)
1244 Senior Personnel Analyst (10)
1246 Principal Personnel Analyst (5)
1652 Senior Accountant (1)
1811 Management Information Specialist I (1)
1819 Management Information Specialist III (1)
1844 Senior Management Assistant (1)

Technicians

1760 Offset Machine Operator (1)
1764 Mail and Reproduction Service Supervisor (1)

Paraprofessionals

1203 Personnel Technician (6)

Administrative Support Workers

1201 Personnel Technician Trainee (6)
1204 Senior Personnel Clerk (1)
1212 Timeroll Audit Clerk (2)
1217 Certification Supervisor (1)
1222 Senior Payroll and Personnel Clerk (1)
1404 Clerk (3)
1410 Chief Clerk (1)
1424 Clerk Typist (3)
1426 Senior Clerk Typist (12)
1446 Secretary II (1)
1450 Executive Secretary I (1)
1452 Executive Secretary II (1)
1454 Executive Secretary III (1)

Elected or Exempt

0120 Member, Civil Service Commission (5)

Civil Service Commission: Workforce Composition Report,
by Occupational Categories, Race/Ethnicity and Gender, 6/30/92

	White	Black	Hispanic	Asian	Filipino	Amer Ind	Male	Female	Total
Officials & Admin	4 44.4%	2 22.2%	1 11.1%	2 22.2%	0 0%	0 0%	6 66.7%	3 33.3%	9
Professionals	34 49.3%	11 15.9%	6 8.7%	11 15.9%	7 10.1%	0 0%	25 36.2%	44 63.8%	69
Technicians	0 0%	0 0%	0 0%	2 100%	0 0%	0 0%	2 100%	0 0%	2
Paraprofessionals	1 16.7%	1 16.7%	0 0%	2 33.3%	2 33.3%	0 0%	1 16.7%	5 83.3%	6
Admin Support	5 14.7%	6 17.6%	4 11.8%	11 32.4%	8 23.5%	0 0%	7 20.6%	27 79.4%	34
Elected/Exempt	2 40.0%	1 20.0%	1 20.0%	1 20.0%	0 0%	0 0%	3 60.0%	2 40.0%	5
TOTAL	46 36.8%	21 16.8%	12 9.6%	29 23.2%	17 13.6%	0 0%	44 35.2%	81 64.8%	125

SF Labor Market Availability, 1980 U.S. Census:

57.5% 9.9% 11.2% 15.3% 5.4% 0.4% 54.8% 45.2%

SEC. 16.9-24. PREPARATION AND IMPLEMENTATION OF OFFICE, BOARD AND DEPARTMENT AFFIRMATIVE ACTION PLANS IN COORDINATION WITH THE CIVIL SERVICE COMMISSION IN COMPLIANCE WITH RELEVANT FEDERAL, STATE AND LOCAL LAW AND GUIDELINES. Each board or commission, each elective officer in charge of an administrative office, the Controller, the Chief Administrative Officer, and each department head appointed by the Chief Administrative Officer shall be responsible for the preparation and implementation of an affirmative action plan in order to provide equal employment opportunities to all persons. Each such plan shall address

all employment-related subjects the control of which is vested by the Charter in the board, commission, officer, or department. Such subjects shall include, but not be limited to, the following:

- (a) Policy statements;
- (b) Designation of affirmative action responsibilities within the office, board or department, and establishment of a mechanism to evaluate the specific plan adopted;
- (c) Analysis of workforce utilization in each job category by race or national origin, sex, age and salary;
- (d) Specific affirmative action steps to be undertaken within stated timetables to ensure nondiscriminatory personnel relations to each race or national origin group and each sex, as determined by the availability of qualified representatives thereof in the community; and
- (e) The method of dissemination of the affirmative action plan.

All such plans shall be prepared in consultation with the Civil Service Commission and the Human Rights Commission in order to provide technical assistance and recommendations on effective steps to achieve equal employment opportunity. Prior to adoption, the Civil Service Commission and the Human Rights Commission shall also approve each affirmative action plan in cooperation with the City Attorney to ensure that compliance is made with all relevant Federal, State and local equal opportunity laws or regulations. Should the Civil Service Commission or Human Rights Commission find any such plan not in compliance with the above, it shall immediately so report to the Mayor's Office and Board of Supervisors. In the event that the Civil Service Commission and Human Rights Commission disagree, the matter shall be submitted to the Mayor's Office for resolution. All such plans shall, upon adoption, be filed with the Civil Service Commission and the Human Rights Commission for public or other inspection.

In order to facilitate the development of information necessary to the formulation of such plans, the Controller is directed to make appropriate data processing facilities available and to process annual workforce utilization plans as required by this section, the California Fair Employment Practices Commission, the Equal Employment Opportunity Commission, the Human Rights Commission or any other regulatory agency charged with reviews of nondiscrimination provisions of local, State or Federal law.

All such plans shall be periodically reviewed, amended and updated as appropriate on at least an annual basis. An annual report on the performance and progress of such plans shall be prepared and submitted to the Mayor and Board of Supervisors by the Civil Service Commission in cooperation with the Human Rights Commission by the first day of March of each year during the annual budget process. *[Added Ord. 455-79; App. 9/12/79]*



September 2, 1980

Reissued: May 12, 1988

M E M O R A N D U M

To : All Appointing Officers
Departmental Personnel Officers
Employees and Employee Organization Representatives

From : John J. Walsh
General Manager, Personnel

SUBJECT : POLICY REGARDING THE USE OF SLURS BY CITY OFFICIALS AND EMPLOYEES

At its meeting of August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by City officials and employees:

"IT IS THE POLICY OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL TREATMENT AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME, AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMOTING ILL WILL AND RANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY CITY OFFICIALS OR EMPLOYEES WILL BE CONSIDERED BY COMMISSIONS, DEPARTMENTS, AGENCIES, BOARDS, OR APPOINTING AUTHORITIES AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID CITY OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF CITY EMPLOYEES."

It is requested that each commission, board and department adopt this policy and that it be widely disseminated to and rigorously enforced by every officer and employee of the City and County. Please notify the Civil Service Commission and the Human Rights Commission in writing of action taken to implement this policy and forward copies of commission or board resolutions and departmental orders or directives to both agencies.

CIVIL SERVICE COMMISSION

A handwritten signature in dark ink, appearing to read "John J. Walsh", written over the typed name and title.

John J. Walsh
General Manager, Personnel

SECTION 16.9-25. PROHIBITING SEXUAL HARASSMENT OF CITY EMPLOYEES; ESTABLISHING A COMPLAINT PROCEDURE; PROVIDING FOR REMEDIES FOR PERSONS WHO HAVE BEEN FOUND TO BE VICTIMS OF SEXUAL HARASSMENT INCLUDING THE SETTING ASIDE OF DISCIPLINARY ACTION AGAINST THESE PERSONS; REQUIRING THE IMPOSITION OF DISCIPLINARY ACTION AGAINST PERSONS VIOLATING THIS SECTION; REQUIRING DISTRIBUTION OF THE POLICY; INTERPRETATION.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances; when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purpose of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
- (2) retaliation against an employee or applicant for employment who complained of sexual harassment, or who testified on behalf of one who made a complaint, or who assisted or participated in any manner on behalf of a complainant in an investigation, proceeding or hearing conducted under this section

(d) A supervisory employee receiving a complaint of sexual harassment shall inform the department head of such complaint within three (3) working days. Upon receipt of such information the department head shall inform, in writing, the Equal Employment Opportunity Unit of Civil Service within five (5) working days. Within five (5) working days after receiving notice of a complaint, the Civil Service Commission shall report that complaint to the Commission on the Status of Women. The Civil Service Commission's reports to the Commission on the Status of Women shall not contain information identifying the parties involved in the events giving rise to the complaint, but shall include all other relevant details. The Civil Service Commission shall report the outcome of each complaint to the Commission on the Status of Women promptly after the complaint is resolved. The Civil Service Commission shall annually report to the Board of Supervisors, the Mayor, the Human Rights Commission and the Commission on the Status of Women the number of claims filed, the number of claims pending, the departments in which claims have been filed and such other information the Commission determines necessary regarding problems in enforcement under this section.



CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employee:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC:EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.

HOW TO FILE A DISCRIMINATION COMPLAINTEqual Employment Opportunity Unit - Role and Purpose

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission investigates complaints of discrimination filed by City and County employees or applicants for employment. The authority to investigate such complaints stems from Section 3.661(c) of the San Francisco Charter and Section 1.03F of the Civil Service Rules.

The investigative role of the EEO Unit is that of an objective third party, representing neither the complainant (employee), nor the respondent (department).

Complaint ProcessBasis:

Discrimination complaints submitted for investigation must be based on one or more of the following: RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL HANDICAP, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR, MEDICAL CONDITION (cancer-related), or ACQUIRED IMMUNE DEFICIENCY (AIDS) or AIDS RELATED CONDITION (ARC).

Actions complained of may include the following: DENIAL OF EMPLOYMENT, TRAINING, PROMOTION, REASONABLE ACCOMMODATION (for PHYSICAL HANDICAP, RELIGION, AIDS, or ARC); TERMINATION, LAY-OFF, CONSTRUCTIVE DISCHARGE, DEMOTION, DISCIPLINARY ACTION, HARASSMENT, WORK ASSIGNMENT(S) and SEXUAL HARASSMENT.

Other issues, such as a disagreement regarding Department rules or regulations affecting working conditions, may be subject to review through the Employee Grievance procedure.

Filing:

A letter specifying in detail the basis of discrimination and the discriminatory action taken must be sent to:

Mr. Albert C. Walker
General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

Ideally, the letter of complaint should include the following information:

1. Name, address and daytime phone number.
2. The basis for complaint: i.e. race, religion, etc.
3. The discriminatory action: i.e., denial of employment, training, promotion or reasonable accommodation; termination; etc.
4. The date(s) the action(s) in question took place.
5. The City and County department and work unit accused of discrimination.
6. The names and classifications of the individuals accused of discrimination.
7. The names, classifications and daytime phone numbers of any witnesses to the alleged discriminatory action.
8. A detailed explanation of the sequence of events which you believe to be discriminatory.
9. The specific action you are seeking in order to correct the alleged discrimination.



CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

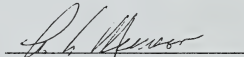
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

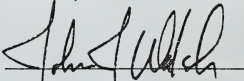
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

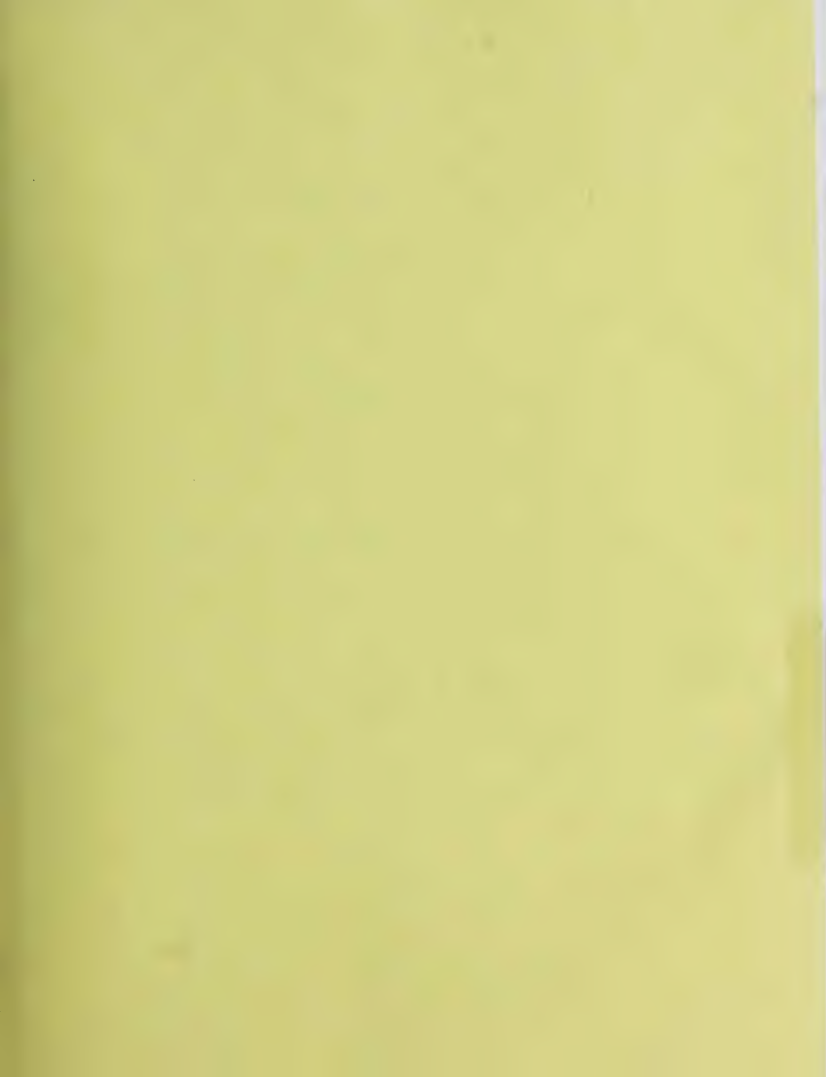
CIVIL SERVICE COMMISSION

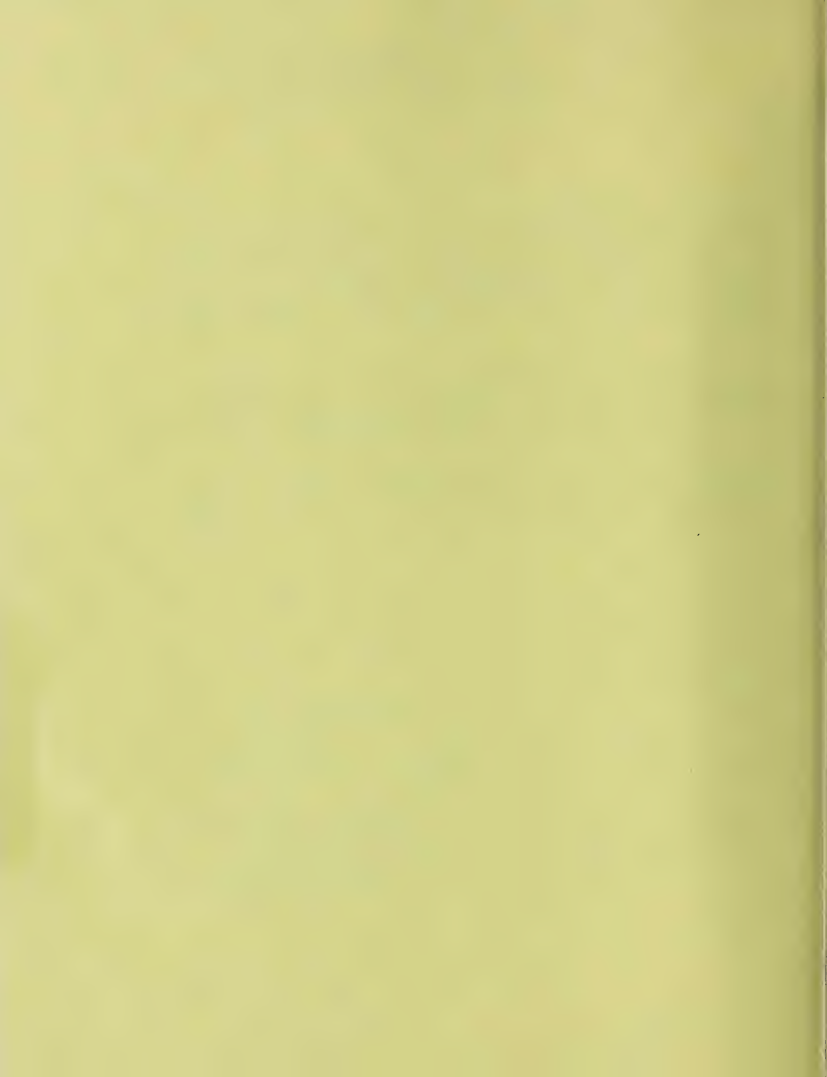


A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel





AFFIRMATIVE ACTION PLAN

1992 - 93

CONTROLLER'S OFFICE

EDWARD HARRINGTON, CONTROLLER

AFFIRMATIVE ACTION OFFICER: John A. Burke, Personnel Director

May 15, 1992



I. INTRODUCTION

The Controller, Edward M. Harrington, is the appointing officer and department head. The Controller is appointed by the Mayor, subject to the confirmation and approval of the Board of Supervisors, for a term of ten years. The Controller may be reappointed to additional 10 year terms by the Mayor and with the Board's approval. A two-thirds vote by the Board of Supervisors is required to replace the Controller. The Controller is an independent department head. However, the Controller works closely and cooperatively with the Mayor and the Board of Supervisors.

Under the Charter, the Controller is designated as the chief accounting officer and county auditor. Responsibilities specifically designated by the Charter require the preparation of financial reports that disclose the fiscal condition of the City, the general supervision of the accounting practices of all City departments, and the auditing of those department. However, in addition to these mandated requirements, the Controller's Office provides a variety of support services to the City such as processing the City's budget; developing and maintaining a financial system for use by all City departments; acting as the paymaster for the City's workforce, composed of approximately 28,000 employees, who are paid every two weeks; and acting as primary provider of data processing services for the City.

The Controller's Office is organized into six Divisions: Management; Accounting Operations/Systems; Budget/Analysis and Reports; Audits; Payroll/Personnel Services; and the Information Services Division (made-up of Administration and Customer Services, Systems and Programming Services, and Technical Services).

The department staff work a normal work day and week except for employees in the Technicians category. The computer operations facilities at City Hall and the Hall of Justice are staffed by computer operators 7 days a week, 24 hours a day.



II. POLICY STATEMENT

April 6, 1992

To: Controller's Office Staff

From: Edward M. Harrington
Controller

A handwritten signature in dark ink, appearing to read "Edward Harrington", with a stylized flourish at the end.

Subject: Equal Employment Opportunity And Affirmative Action Policy

As the Appointing Officer for this department and in compliance with federal, state, and local laws and guidelines as well as the policies of the Mayor, Board of Supervisors, and the Civil Service Commission, I am committed to an equal employment policy and affirmative action in all personnel matters including, but not restricted to, recruitment, selection, hiring, assignments, transfers, promotions, training, compensation, benefits, layoffs, discipline, and terminations.

Equal employment opportunities will be extended to all individuals irrespective of their race, ethnicity, national origin, gender, sexual orientation, marital status, religion, disabilities, political affiliation, or age.

In addition, it is realized that an equal opportunity policy by itself will not redress the fact that underemployment of minorities and women may exist at any staffing level and that an affirmative action plan must be considered when making hiring decisions, including promotional appointments which also consider seniority and merit factors as well.

A department Affirmative Action Plan clearly stating goals and timetables has been prepared. I am committed to the attainment of the Plan's goals within its stated timetables. Copies of the Plan will be circulated for the review of all employees. The cooperation and support of all employees in the implementation of the Plan is expected, especially the cooperation and support of Division Directors, managers, and supervisors who influence, recommend, or make hiring decisions.

III. DESIGNATION OF RESPONSIBILITY

The Controller with the assistance of the Affirmative Action Coordinator will establish annual goals, require the cooperation of all employees in the achievement of affirmative action goals as part of their duties, review the progress of the Plan as the Affirmative Action Coordinator implements the Plan, and will make reports to the Mayor, Board of Supervisors, Civil Service Commission and other agencies as appropriate.

The Personnel Director is designated as the Affirmative Action Coordinator for the department and is assigned the primary responsibility for the preparation, implementation, and operation of the Affirmative Action Plan. All hiring decisions are subject to the Personnel Director's input. Any questions regarding the Plan should be directed to John A. Burke, Personnel Director, 554-7577.

The Affirmative Action Coordinator will develop and implement a written Affirmative Action Plan and prepare and maintain documentation that relates to personnel decisions that impact on the department's Plan. The Coordinator will report directly and frequently to the Controller regarding progress in the attainment of the department's goals. The Coordinator will compile statistical data and prepare reports as required by the Controller and other agencies and individuals. The Coordinator will make recommendations to the Controller and line management regarding the impact of personnel decisions such as hiring and promotions on the attainment of affirmative action goals. The Coordinator will also serve as the liaison for the Controller with the Civil Service Commission, the Human Rights Commission, and other agencies and individuals concerned with matters affecting the Affirmative Action Plan or EEO.

All Division Directors, managers, and supervisors are expected to read and understand the Affirmative Action Plan and to fully support the Plan so as to attain the goals of the Plan. In addition, all employees of the Controller's Office will be responsible for maintaining a discrimination free work environment.

IV. UTILIZATION ANALYSIS

The Utilization Analysis is a comparison of the department's workforce to the available work market. Availability is based on the general, available, civilian labor market of San Francisco reported in the 1980 U.S. Census. (The 1990 labor market data has not been released by the U.S. Census Bureau at this time.)

According to the 1980 U.S. Census, the composition of minorities and women in the San Francisco workforce was as follows: Black 9.9%, Hispanic 11.2%, Asian 15.3%, Filipino 5.4%, American Indian 0.4%, and Women 45.2%.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>114</u>	<u>26.38</u>			
<u>Black</u>	<u>39</u>	<u>9.02</u>	<u>9.9%</u>	<u>-0.9</u>	<u>Yes</u>
<u>Hispanic</u>	<u>28</u>	<u>6.48</u>	<u>11.2%</u>	<u>-4.72</u>	<u>Yes</u>
<u>Asian</u>	<u>118</u>	<u>27.31</u>	<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>132</u>	<u>30.55</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>1</u>	<u>.23</u>	<u>0.4%</u>		<u>No</u>
<u>By Gender</u>					
<u>Male</u>	<u>240</u>				
<u>Female</u>	<u>192</u>	<u>44.4</u>	<u>45.2%</u>	<u>-0.8</u>	<u>Yes</u>
<u>Total</u>	<u>432</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Officials and Administrators (A)

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>13</u>	<u>65</u>			
<u>Black</u>	<u>-</u>	<u>-</u>	<u>9.9</u>	<u>-9.9</u>	<u>Yes</u>
<u>Hispanic</u>	<u>-</u>	<u>-</u>	<u>11.2</u>	<u>-11.2</u>	<u>Yes</u>
<u>Asian</u>	<u>6</u>	<u>30</u>	<u>15.3</u>		
<u>Filipino</u>	<u>1</u>	<u>5.0</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>-</u>	<u>-</u>	<u>0.4</u>	<u>-0.4</u>	<u>No</u>
<u>By Gender</u>					
<u>Male</u>	<u>16</u>	<u>80</u>			
<u>Female</u>	<u>4</u>	<u>20</u>	<u>45.2</u>	<u>-25.2</u>	<u>Yes</u>
<u>Total</u>	<u>20</u>	<u>100</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1880 Chief of Systems</u>	<u>8 Positions</u>
<u>1881 Asst. Director, ISD</u>	<u>3 "</u>
<u>All other classes</u>	<u>1 Each</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Professionals (B)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Availability</u>	<u>Variance</u>	<u>AA Goal?</u>
	<u>Number</u> <u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>65</u> <u>31.54</u>			
<u>Black</u>	<u>5</u> <u>2.42</u>	<u>9.9</u>	<u>- 6.51</u>	<u>Yes</u>
<u>Hispanic</u>	<u>5</u> <u>2.42</u>	<u>11.2</u>	<u>- 8.78</u>	<u>Yes</u>
<u>Asian</u>	<u>51</u> <u>24.75</u>	<u>15.3</u>		
<u>Filipino</u>	<u>79</u> <u>38.34</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>1</u> <u>.48</u>	<u>0.4</u>		
<u>By Gender</u>				
<u>Male</u>	<u>121</u> <u>63.59</u>			
<u>Female</u>	<u>75</u> <u>36.40</u>	<u>45.2</u>	<u>- 6.8</u>	<u>Yes</u>
<u>Total</u>	<u>206</u> <u>100.00</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1650 Accountant</u>	<u>26</u>
<u>1652 Sr. Accountant</u>	<u>27</u>
<u>1654 Principal Accountant</u>	<u>12</u>
<u>1864 Sr. Systems & Procedures Analyst</u>	<u>14</u>
<u>1866 Systems & Procedures Analyst</u>	<u>12</u>
<u>1872 Programmer Analyst</u>	<u>16</u>
<u>1874 Sr. Programmer Analyst</u>	<u>14</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Technicians (C)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>5</u>	<u>10.0</u>			
<u>Black</u>	<u>10</u>	<u>20.0</u>	<u>9.9</u>		
<u>Hispanic</u>	<u>8</u>	<u>16.0</u>	<u>11.2</u>		
<u>Asian</u>	<u>8</u>	<u>16.0</u>	<u>15.3</u>		
<u>Filipino</u>	<u>19</u>	<u>38.0</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>-</u>		<u>0.4</u>		
<u>By Gender</u>					
<u>Male</u>	<u>41</u>	<u>82.0</u>			
<u>Female</u>	<u>9</u>	<u>18.0</u>	<u>45.2</u>	<u>- 27.2</u>	<u>Yes</u>
<u>Total</u>	<u>50</u>	<u>100.0</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1736 Computer Operator II</u>	<u>19</u>
<u>1737 Sr. Computer Operator</u>	<u>8</u>
<u>1738 Computer Operations Shift Supervisor</u>	<u>6</u>
<u>1868 Teleprocessing Technician</u>	<u>7</u>
_____	_____
_____	_____
_____	_____

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Office/Clerical (F)

Category: _____

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	24	16.1				
<u>Black</u>	24	16.1	9.9			
<u>Hispanic</u>	15	10.05	11.2	- 1.15	Yes	
<u>Asian</u>	53	35.56	15.3			
<u>Filipino</u>	33	22.14	5.4			
<u>Amer Indian</u>	-	-	0.4			
<u>By Gender</u>						
<u>Male</u>	47	31.54				
<u>Female</u>	102	68.45	45.2			
<u>Total</u>	149	100.00				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1220 Payroll Clerk	16
1402 Jr. Clerk	11
1404 Clerk	14
1424 Clerk Typist	8
1426 Sr. Clerk Typist	10
1630 Account Clerk	9
1853 Control Clerk	12

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category Elected/Exempt (X)

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>7</u> <u>100.0</u>			
<u>Black</u>	<u>-</u>			
<u>Hispanic</u>	<u>-</u>			
<u>Asian</u>	<u>-</u>			
<u>Filipino</u>	<u>-</u>			
<u>Amer Indian</u>	<u>-</u>			
<u>By Gender</u>				
<u>Male</u>	<u>5</u> <u>71.42</u>			
<u>Female</u>	<u>2</u> <u>28.57</u>			
<u>Total</u>	<u>7</u> <u>100.00</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1682 Controller</u>	<u>1</u>
<u>A714 Financial Systems Manager</u>	<u>1</u>
<u>A738 Payroll Director</u>	<u>1</u>
<u>A752 Data Communications Systems Analyst Supervisor</u>	<u>1</u>
<u>A978 Senior Database Administrator</u>	<u>1</u>
<u>A979 Manager - Database Administration</u>	<u>1</u>
<u>A981 Asst. Payroll Director</u>	<u>1</u>

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1650 Accountant

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>1</u>	<u>3.8</u>			
<u>Black</u>	<u>-</u>		<u>9.9</u>	<u>- 9.9</u>	<u>Yes</u>
<u>Hispanic</u>	<u>-</u>		<u>11.2</u>	<u>- 11.2</u>	<u>Yes</u>
<u>Asian</u>	<u>4</u>	<u>15.4</u>	<u>15.3</u>		
<u>Filipino</u>	<u>21</u>	<u>80.8</u>	<u>5.4</u>		
<u>Amer Indian</u>	<u>-</u>		<u>0.4</u>		
<u>By Gender</u>					
<u>Male</u>	<u>14</u>	<u>53.84</u>			
<u>Female</u>	<u>12</u>	<u>46.15</u>	<u>45.2</u>		
<u>Total</u>	<u>26</u>	<u>100.00</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1652 Senior Accountant

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>1</u>	<u>3.7</u>				
<u>Black</u>	<u>1</u>	<u>3.7</u>		<u>9.9</u>	<u>- 6.2</u>	<u>Yes</u>
<u>Hispanic</u>	<u>-</u>			<u>11.2</u>	<u>-11.2</u>	<u>Yes</u>
<u>Asian</u>	<u>1</u>	<u>3.7</u>		<u>15.3</u>	<u>-11.6</u>	<u>Yes</u>
<u>Filipino</u>	<u>24</u>	<u>88.9</u>		<u>5.4</u>		
<u>Amer Indian</u>	<u>-</u>			<u>0.4</u>		
<u>By Gender</u>						
<u>Male</u>	<u>16</u>	<u>59.25</u>				
<u>Female</u>	<u>11</u>	<u>40.74</u>		<u>45.2</u>	<u>- 4.46</u>	<u>Yes</u>
<u>Total</u>	<u>27</u>	<u>100.00</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

V. NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AAA PERFORMANCE

On June 30, 1991, the Controller's Office employed approximately 432 employees. Based on that data, minorities made up approximately 74% and women approximately 44.4% of the department's workforce. At the departmental level, department minorities and women would be at parity with the San Francisco workforce except for Hispanics who would be underrepresented by almost 5%. However, when the data is analyzed by Occupational group, underutilization is apparent in the Officials & Administrators and Professionals occupational categories, specifically in the Black, Hispanic, and Female groups. Other the hand, the department is at parity in the other two occupational groups: the Technicians and Office/Clerical categories.

More than 50% of the department's 432 positions are made up administrative and professional positions requiring accounting or computer programming backgrounds. Because of the unavailability of Blacks, Hispanics, and to a lesser degree Females in these occupational groups, difficulty has been experienced in hiring underrepresented employees in these categories from Civil Service lists and in the department's recruitment efforts. As a standard policy and practice, the department distributes job opening announcements within the department and to other City departments, uses Civil Service EEO Unit's minority distribution lists, and advertises in minority newspapers in order to reach as many applicants in underrepresented groups as possible.

To attain a harassment free workplace, copies of the City's sexual harassment ordinance, slur and language diversity policy, and the grievance and discrimination complaint procedures are given to new employees as part of their orientation package. These documents are also provided to and periodically recirculated among supervisors and staff. Sexual harassment prevention training classes were conducted for the department by the EEO Unit in 1989, and new classes are scheduled for April and May of 1992.

VI. AFFIRMATIVE ACTION GOALS AND TIMETABLES

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: Controller's Office

Anticipated Vacancies: Number and description.

Officials & Administrators	3
Professionals	19
Technicians	6
Office/Clerical	12

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black	2	41	9.5
Hispanic	3	31	7.2
Female	9	201	46.5

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Officials & Administrators

If by division, identify: _____

Anticipated Vacancies: Number and description. 3

1 1683 Budget & Fiscal Operations Manager

1 1679 Financial Reports Specialist

1 1880 Chief of Systems

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black/Hispanic</u>	<u>1</u>	<u>1</u>	<u>5.0</u>
<u>Female</u>	<u>1</u>	<u>5</u>	<u>25.0</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Professionals

If by division, identify: _____

Anticipated Vacancies: Number and description. 19

<u>2 1650 Accountant</u>	<u>1 1864 Sr. Systems & Proc. Analyst</u>
<u>3 1652 Sr. Accountant</u>	<u>2 1866 Systems & Proc. Supervisor</u>
<u>1 1654 Principal Accountant</u>	<u>1 1872 Programmer Analyst</u>
<u>3 1656 Head Accountant</u>	<u>1 1875 Sr. Systems Programmer</u>
<u>1 1684 Associate Auditor</u>	<u>2 1876 D.P. Prog. & Systems Supvr.</u>
<u>1 1842 Management Assistant</u>	<u>1 1874 Sr. Programmer Analyst</u>
_____	_____
_____	_____

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>2</u>	<u>7</u>	<u>3.4</u>
<u>Hispanic</u>	<u>2</u>	<u>7</u>	<u>3.4</u>
<u>Female</u>	<u>5</u>	<u>80</u>	<u>38.9</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Technicians

If by division, identify: _____

Anticipated Vacancies: Number and description. 6

4 1736 Computer Operator II

1 1737 Sr. Computer Operator

1 1868 Teleprocessing Technician

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Female</u>	<u>3</u>	<u>12</u>	<u>24.0</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Office/Clerical

If by division, identify: _____

Anticipated Vacancies: Number and description. 12

1 1218 Payroll Supervisor

3 1220 Payroll Clerk

2 1404 Clerk

2 1426 Sr. Clerk Typist

1 1630 Account Clerk

1 1424 Clerk Typist

2 1853 Control Clerk

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Hispanic	1	16	10.7
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1650 Accountant

If by division, identify: _____

Anticipated Vacancies: Number and description.

2

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black	1	1	3.8
Hispanic	1	1	3.8
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

1652 Senior Accountant

Classification: _____

If by division, identify: _____

Anticipated Vacancies: Number and description.

3

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black	1	2	7.4
Hispanic	1	1	3.7
Asian	1	2	7.4
Female	1	12	44.4
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

VII. AFFIRMATIVE ACTION PROGRAMS

The Affirmative Action Coordinator will continue to work closely with the Civil Service EEO Unit in the implementation of the department affirmative action plan. The EEO Unit also will continue to review the department's recruitment plans to fill positions and provide advice and input.

In December 1991, the department issued a revised edition of its Affirmative Action Recruitment And Selection Guide. The Guide is intended to assist managers in implementing the department's affirmative action plan by providing written guidelines on what steps should be taken when the department is recruiting to fill positions on a temporary basis in the absence of Civil Service lists.

The Guide requires the posting of vacant positions for a minimum of two weeks and the distribution of employment opportunity announcements to other City departments. In addition, the department's recruitment plans are to be reviewed by the Civil Service EEO Unit and by using the EEO Unit's distribution list, copies of job announcements to be sent to various minority and women's groups. Advertisements will be placed in minority newspapers.

Whenever possible, the Guide provides that interview panels are to be composed of minority members and women reflecting the composition of the applicants being interviewed.

For all permanent and temporary hires, the Guide requires the supervisor making the selection, to complete a form called Proposed Appointment - Affirmative Action Status Report and submit it to the Controller for his review and approval. Supervisors must explain if an appointment is not furthering the department's affirmative action goals by not hiring an underrepresented minority of woman.

In order to enhance the promotional opportunities of employees, the department periodically makes its employees aware of the City tuition reimbursement program that provide total or partial reimbursement for their taking college or university level work related courses. In addition, the ISD Education Center provides instructor led and self-study courses with emphasis on technical data processing or word processing training. Under ISD's Professional Education Program, the data processing staff is encouraged to take up to eighty hours of in-house job related education through the ISD Education Center.

The Personnel Officer is also the Affirmative Action Coordinator, and in that capacity investigates all

discrimination, sexual harassment, and slur complaints. In addition, the Coordinator investigates all disciplinary actions recommended by supervisors. By doing so, the Coordinator strives to assure that due process was observed and bias was not involved.

The department has successfully employed disabled employees under Rule 34 since its inception. At present, there are two employees in the department originally hired under Rule 34. Supervisors are periodically informed of Rule 34 and the provisions of the program.

There may be an opportunity for the department to increase the number of Black and Hispanic accountants with the expiration of lists for 1650 Accountant and 1652 Senior Accountant early in 1992. In the absence of Civil Service lists, the department has the opportunity to target recruitments and hire staff under provisional appointments.

VIII. AUDITING AND REPORTING

As part of the department's Affirmative Action Recruitment And Selection Guide, all supervisor making a hiring selection must complete a form entitled "Proposed Appointment - Affirmative Action Status Report" and submit it to the Controller for his review and approval. The supervisor must explain on the form if an underrepresented minority or woman was not hired.

In addition, records will be maintained to track the effect of hiring decisions on the attainment of the department's affirmative action plan.

IX. DISSEMINATION

Copies of the Affirmative Action Plan will be distributed to each of the department's managers and supervisors who make hiring decisions as well as being circulated among all employees and being posted at all work sites. Employees will be made aware that additional copies are available to them and to all interested parties. Employees will be invited to make comments and suggestions regarding the Plan.

The department has incorporated all major affirmative action and equal employment opportunities policies as well as procedures for filing discrimination, sexual harassment, and slur complaints in an Orientation Booklet. A copy of the Booklet is given to all new employees and is available to all the staff.

· X. APPENDICES

Attached are copies of documents containing policies adopted by the Controller and related to EEO and affirmative action:

- Orientation Booklet
- Affirmative Action Recruitment And Selection Guide

XI. OCCUPATIONAL CATEGORIES AND CLASSIFICATIONS

OFFICIALS & ADMINISTRATORS

1272 Sr. Departmental Personnel Officer
1673 Accounting Operations Manager
1674 Director of Accounting and Systems
1679 Financial Reports Specialist
1680 Chief Asst. Controller
1683 Budget & Fiscal Operations Manager
1690 Internal Audit Director
1878 Information System Audit Manager
1880 Chief Of Systems
1881 Asst. Director, Systems & Data Processing
1882 Director, Systems & Data Processing

PROFESSIONALS

1240 Asst. Personnel Analyst
1650 Accountant
1652 Sr. Accountant
1654 Principal Accountant
1655 Systems Accountant
1656 Head Accountant
1657 Sr. Systems Accountant
1658 Chief Accountant
1659 Chief Systems Accountant
1671 Financial Systems Operations Supervisor
1684 Associate Auditor
1686 Supervising Auditor
1688 Chief Auditor
1801 Supervising Performance Auditor
1805 Associate Performance Auditor
1811 MIS Specialist I
1818 MIS Specialist II
1819 MIS Specialist III
1821 MIS Systems Manager
1842 Management Assistant
1850 Senior EDP Auditor
1862 Systems and Procedures Analyst
1864 Sr. Systems and Procedures Analyst
1866 Systems and Procedures Analyst
1870 Programmer Analyst Trainee
1871 Asst. Systems Programmer
1872 Programmer Analyst
1873 Systems Programmer
1874 Sr. Programmer Analyst
1875 Sr. Systems Programmer
1876 Data Processing Programming and Systems Supervisor
1877 Supervising Systems Programmer
5320 Illustrator And Art Designer

TECHNICIANS

1731 Computer Operator Trainee
1734 Computer Operator I
1736 Computer Operator II
1737 Sr. Computer Operator
1738 Computer Operations Shift Supervisor
1739 Computer Operations Supervisor II
1741 Computer Operations Supervisor I
1780 Asst. Chief Computer Operations and Support Services
1860 Computer Operations Support Supervisor
1868 Teleprocessing Technician

OFFICE/CLERICAL

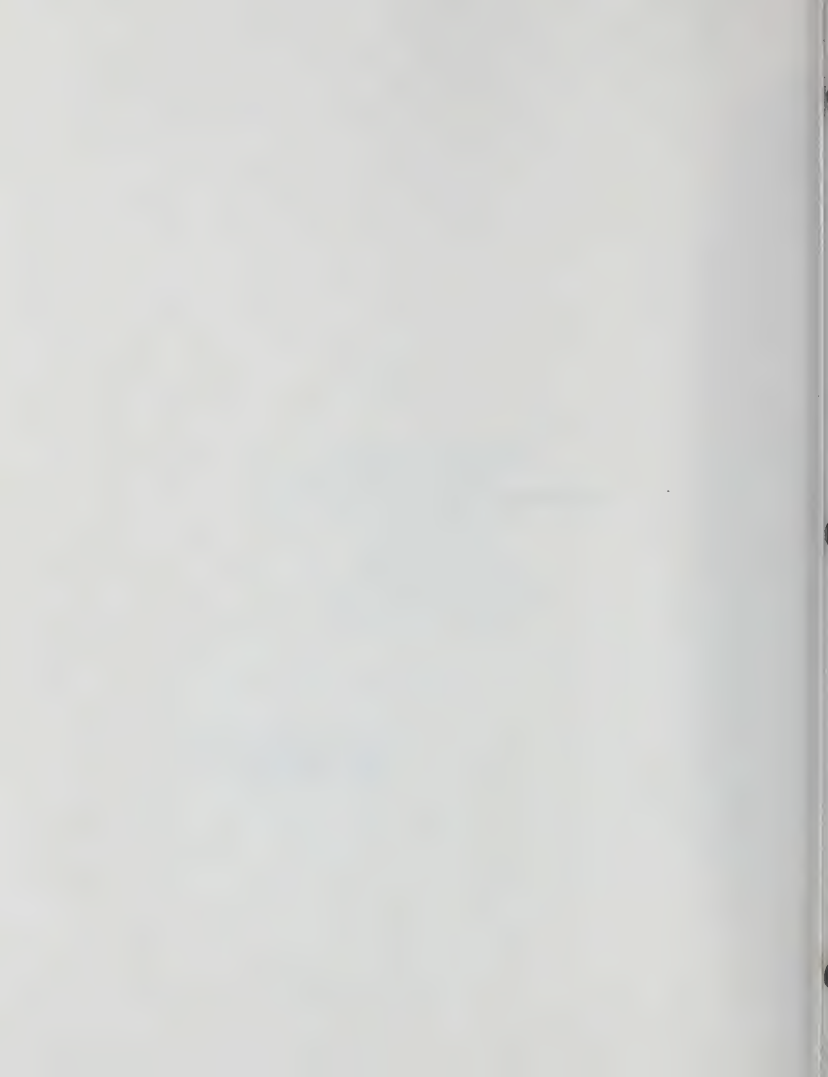
1212 Timeroll Audit Clerk
1218 Payroll Supervisor
1220 Payroll Clerk
1222 Sr. Payroll And Personnel Clerk
1224 Principal Payroll And Payroll Clerk
1226 Chief Payroll And Personnel Clerk
1402 Junior Clerk
1404 Clerk
1408 Principal Clerk
1424 Clerk Typist
1426 Sr. Clerk Typist
1452 Executive Secretary II
1454 Executive Secretary III
1602 Calculating Machine Operator
1630 Account Clerk
1632 Sr. Account Clerk
1634 Principal Account Clerk
1720 Data Entry Operator
1721 Sr. Data Entry Operator
1727 Supervising Data Entry Operator
1834 Senior Tape Librarian
1853 Control Clerk, EDP
1855 Sr. Control Clerk, EDP
1858 Control Supervisor, EDP

ELECTED/EXEMPT

1682 Controller
A714 Financial Systems Manager
A738 Payroll Director
A752 Data Communications Systems Analyst Supervisor
A978 Senior Database Administrator
A979 Manager-Database Administration
A981 Asst. Payroll Director

AFFIRMATIVE ACTION PLAN
SAN FRANCISCO MEDICAL EXAMINER'S OFFICE
Hall of Justice
850 Bryant Street
San Francisco, CA 94103

BOYD G. STEPHENS, M.D.
Chief Medical Examiner
(415) 553-1694



DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT: Medical Examiner

CHIEF EXECUTIVE OF DEPARTMENT: Boyd G. Stephens, M.D.

AFFIRMATIVE ACTION OFFICER: Joseph E. Surdyka

DATE ADOPTED OR SUBMITTED: September 17, 1980

Updated:

April, 1992



INTRODUCTION

The Medical Examiner is appointed by law to many responsibilities, the foremost of which is the investigation and certification of a variety of deaths including all deaths of other than natural causation, and any apparently natural deaths in which no physician can reasonably state the cause. The Medical Examiner can utilize any and all medico-legal investigative techniques, including autopsy, to establish both the medical cause of death and mode or circumstances of death (natural, accident, homicide, suicide or undetermined).

The deaths which must be reported to the Medical Examiner, as required by various sections of the Government, Health and Safety, and Penal Codes, are as follows:

1. Homicide -- known or suspected
2. Suicide -- known or suspected
3. Following accident or injury (whether the accident or injury is the primary cause or contributory, with death occurring immediately or at some remote time)
4. Medical attendance of less than 20 days
5. No physician in attendance
6. Physician unable to state the cause of death (must be unable, not merely unwilling)
7. Poisoning (food, chemical, drug, therapeutic agents)
8. Occupational or industrial deaths
9. All deaths where a patient has not fully recovered from an anesthetic, whether in surgery, recovery room, or elsewhere
10. All deaths in operating rooms
11. All solitary deaths (unattended by physicians or other person in the period immediately preceding death)
12. All deaths in which the patient is comatose throughout the period of the physician's attendance
13. All deaths of unidentified persons
14. All deaths in which there are grounds to suspect that the death occurred in any degree from a criminal act
15. All deaths involving contagious disease -- known or suspected -- and constituting a public health hazard
16. Deaths in prison or while under sentence
17. All deaths associated with a rape -- known or alleged -- or crime against nature
18. All deaths related to or following abortion -- known or suspected
19. All deaths involving drowning, fire, hanging, gunshot, stabbing, cutting, starvation, exposure, alcoholism, drug addiction, strangulation or aspiration

Additional mandated responsibilities include protection and safe-keeping of property belonging to deceased individuals, conducting inquests when indicated, maintaining proper public records, making reports to other agencies, identification of deceased persons, interment of indigent dead, and many other death-related activities.

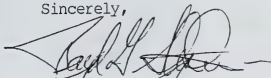


Approximately 50% of the deaths in the City and County of San Francisco are reported to the Medical Examiner's Office, and approximately 18% are accepted as cases after investigation.

The San Francisco Medical Examiner's Office has 39 employees in the medico-legal, investigative and administrative departments under the direction of Dr. Boyd G. Stephens, Chief Medical Examiner. The department is almost totally funded by ad valorem taxes.

To reiterate, the Medical Examiner's Office is a small office, staffed mainly by professionals and semi-professionals. The policy of the office is to hire the best qualified person for any job classification regardless of race, sex, and any other personal characteristics. The department will continue a policy of a discrimination-free work environment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Boyd G. Stephens', with a long horizontal line extending to the right.

Boyd G. Stephens, M.D.
Chief Medical Examiner



FORENSIC MEDICINE

Forensic medicine generally is considered to be a marriage of medicine and the forensic sciences oriented to medico-legal issues. The field is wide-ranging and growing, becoming even broader in scope than the traditional concept as practiced in Europe.

There has been continued growth and accentuation of the role of forensic medicine in the legal and medico-legal world over the past year. This office has continued its role in forensic medicine for both living and dead, playing a vital role in the community.

We serve in a number of places in the community. Some of these include:

Examination and diagnosis of the living:

- Examination and evaluation of child abuse
- Examination and evaluation of sexual assault injuries
- Examination and evaluation of spousal abuse
- Evaluation of citizens' complaints against the Police Department
- Testimony and interpretation of hospital records and procedures
- Evaluation of force and patterned injuries
- Examination of victims and suspects for trace evidence and injuries
- Collection of blood from suspects and victims for serology, toxicology and other testing
- Court testimony on force, great body injury (GBI) and other issues
- Alcohol and drug interaction in driving under the influence cases and related issues
- Physiologic effects of drug interactions
- Toxicology, including environmental and industrial toxicities
- Teaching -- hospitals, forensic, law enforcement, community
- Analysis for drugs on patients on probation
- Analysis for drugs on management control cases for the County

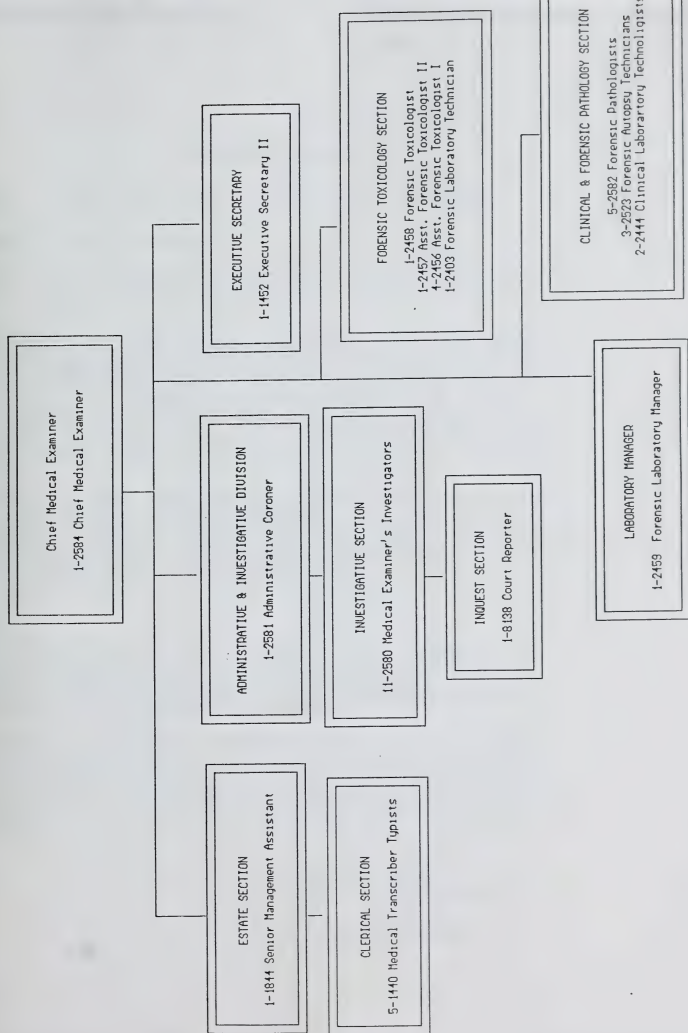
Examination and evaluation of the dead:

- Scene investigation, reconstruction and analysis
- Evidence collection and testing
- Bloodspatter analysis and interpretation
- Patterned evidence analysis and interpretation
- Trace evidence collection
- Time and place of death information
- Forensic autopsy -- consultation and interpretation
- Analysis for chemical and limited serology testing
- Forensic toxicology
- Consultation with District Attorney and Public Defender
- Reconstruction analysis and court presentation
- Teaching -- forensic and legal



ORGANIZATIONAL CHART

Medical Examiner's Office





STATEMENT OF POLICY

TO: San Francisco Medical Examiner's Office Personnel

FROM: Boyd G. Stephens, M.D.

RE: Equal Employment Opportunity and Affirmative Action Policy

The policy of the San Francisco Medical Examiner's Office is to provide equal employment opportunities to all persons without regard to race, ethnicity, national origin, sex, sexual orientation, religion, handicap, political affiliation or age. Such non-discriminatory practices apply to all personnel decisions including recruitment, hiring, transfer, promotion, training, compensation, assignment, benefits, lay off, reinstatement and termination.

Affirmative action steps including goals and timetables set forth in the Medical Examiner's Office Affirmative Action Plan shall be consistent with federal, state and local laws and guidelines as well as with policies of the Mayor, the Board of Supervisors, and the Civil Service Commission regarding fair employment.

Currently, our personnel well represent the various ethnic and racial groups in the City and County of San Francisco. Our bilingual and bicultural personnel assist in providing important services to many segments of our community.

Success in implementing the Affirmative Action Plan will require cooperation of all Medical Examiner's Office employees. Joseph Surdyka, Administrative Coroner, will be the appointed director responsible for the development and implementation of this office's Affirmative Action Program. He can be contacted in his office or at 553-1694.

A handwritten signature in dark ink, appearing to read "Boyd G. Stephens".

Boyd G. Stephens, M.D.
Chief Medical Examiner



DESIGNATION OF RESPONSIBILITY

The Affirmative Action Coordinator for the Medical Examiner's Office is Joseph E. Surdyka, Administrative Coroner, telephone 553-1694.

His responsibilities will include:

1. Maintaining the parity in the office staff whenever possible, through attrition, retirement, or promotion, to fill the vacancies from the underutilized groups.
2. Maintaining all required records, documents and reports.
3. Reporting to the Human Rights Commission, Civil Service Commission, or Mayor's Office as requested.
4. Having a copy of the department's Affirmative Action Plan available to any of the employees.



I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	23	54%			
Black	6	14.3%	9.9%		
Hispanic	2	4.8%	11.2%	- 6.4%	Yes
Asian	4	9.5%	15.3%	- 5.8%	Yes
Filipino	7	16.7%	5.4%		
Amer Indian	0	0.0%	0.4%	- 0.4%	No

By Gender

Male	25	59.6%			
Female	17	40.5%	45.2%	- 4.7	Yes
Total	42				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Utilization Analysis

There are too few positions in each occupational category to be statistically significant for analysis. Of the 42 positions on the office staff, 28 have special licensing requirements. The composition of the department as a whole is as follows.



AFFIRMATIVE ACTION
Utilization Analysis

Administrative and Investigative

2584	Chief Medical Examiner	(1)	WM	PCS
2581	Administrative Coroner	(1)	WM	PCS
1844	Sr. Management Assistant	(1)	BF	PCS
1452	Executive Secretary	(1)	WF	PCS
2459	Lab Manager	(1)	WF	PCS
1440	Medical Transcribers (5)	(1)	AF	PCS
		(1)	BF	PCS
		(1)	WF	PCS
		(1)	WF	LT
		(1)	BF	LT
8138	Court Reporter	(1)	WM	PCS (PT)
2580	Investigators (11)	(2)	BM	PCS
		(1)	HM	PCS
		(8)	WM	PCS
2580	Investigators (3)	(2)	WM	TEMP (as needed)
		(1)	AM	TEMP (as needed)

Autopsy and Pathology

2232	Sr. Physician Specialist	(1)	WM	P-EX
2284	Forensic Pathologist	(2)	WM	P-EX
		(1)	WF	P-EX
		(1)	Fil/F	P-EX
2444	Clin. Lab. Technologist (2)	(1)	Fil/F	PCS
		(1)	Fil/M	PCS
2523	Forensic Autopsy Technician (3)	(1)	HM	PCS
		(1)	WM	PCS
		(1)	BM	PCS

Toxicology

2458	Forensic Toxicologist	(1)	WM	PCS
2457	Forensic Asst. Tox II	(1)	AF	PCS
2456	Forensic Asst. Tox I	(1)	Fil/F	PCS
2456	Forensic Asst. Tox I	(1)	Fil/F	LT-Programs: DUI, Adult & Juvenile Probation, 11550
2456	Forensic Asst. Tox I	(1)	AF	TCS
2456	Forensic Asst. Tox I	(1)	Fil/F	TCS
2403	Forensic Lab Tech.	(1)	Fil/F	PCS

Male	25	White	23
Female	17	Black	6
		Hispanic	2
		Asian	4
		Filipino	7
		Amer. Ind.	0



ANALYSIS OF LABOR POOL AND CAUSES OF UNDERUTILIZATION

Historically, the Medical Examiner's Office is a small specialized staff composed of 42 full and part-time members (39 full time). Twenty-eight of these members have special licensing requirements (see Utilization Analysis, previous page). These include licenses for embalmers, physicians, and medical technologists.

The composition of the department's work force falls well within the parameters of the EEO Affirmative Action Policy and Program. Underutilization is present in the female work group because of the nature of the San Francisco Medical Examiner's Office business. Over 33% of the staff, e.g., Medical Examiner's investigators, are male. Their job requirements are such that they must investigate a death scene and physically remove the deceased from the place of death or premises. In 1976 we trained a female investigator through a CETA program. She was with our office for approximately 15 months. Office, investigative and administrative procedures within the office were no problem for her. Physical removals from the scene of field investigations were, by her own admission, beyond her physical capabilities. When she left this office, she passed the examination and physical requirements for the San Francisco Airport Police Department. She worked at this position for approximately 1-1/2 years until she took a leave of absence to raise a family. The Medical Examiner's Office is, however, still receptive to hiring women as investigators if they are capable of handling all aspects of the job. There have been no female applicants for any of the investigators' examinations since 1980, although the Civil Service staff and Medical Examiner's Office have utilized a mailing and announcement program (e.g., mortuary college, other medical examiner-coroner's jurisdictions) which would encompass qualified female applicants. Over the past year and one-half, with extensive help from the Chief Administrative Officer, Civil Service, and a professional Physician's Search Group were able to recruit a female/Filipino forensic pathologist.

The staff of the Medical Examiner's Office reflects the population of the City and County of San Francisco. There is no concentration of minorities in lower salaries or certain job groups.



II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: TECHNICIANS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>11</u>	<u>61%</u>			
<u>Black</u>	<u>3</u>	<u>17%</u>	<u>9.6%</u>		
<u>Hispanic</u>	<u>2</u>	<u>11%</u>	<u>1.4%</u>		
<u>Asian</u>	<u>1</u>	<u>5.5%</u>	<u>0.3%</u>		
<u>Filipino</u>	<u>1</u>	<u>5.5%</u>	<u>0.0%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.0%</u>	<u>0.2%</u>		
<u>By Gender</u>					
<u>Male</u>	<u>17</u>	<u>94%</u>	<u>91.3%</u>		
<u>Female</u>	<u>1</u>	<u>6%</u>	<u>8.7%</u>		
<u>Total</u>	<u>18</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

2580 Medical Examiner's Investigators (14)

2523 Forensic Autopsy Technician (3)

2403 Forensic Lab Technician (1)

Note: 1. Three 2580s utilized on as needed basis when PCS 2580s on vacation, S/P, F.H., or C.P. (2 WM and 1 AM)

2. Only three forensic autopsy technicians budgeted (1 WM and 1 Hisp/M utilized when 1 FAT on extended sick leave for 13 months)



I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: _____

Anticipated Vacancies: Number and description.

0

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian</u>	<u>1</u>	<u>4</u>	<u>9.5%</u>
<u>Filipino</u>	<u>1</u>	<u>7</u>	<u>16.7%</u>
<u>Women</u>	<u>2</u>	<u>17</u>	<u>40.5%</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
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Goals may include accomplishments made since 7/1/91.



GOALS AND TIMETABLES

The goal of this office, as it has always been in the past, is to maintain the best possible staff to service the needs of the entire community without regard to race, ethnicity, national origin, sex, sexual orientation, religion, physical handicap, political affiliation, or age.

There are no vacancies contemplated in the near future. Because of the makeup of the department, there are no promotional opportunities within the department. There are several employees who have sought to further their education by taking graduate courses at local colleges or universities. This is always encouraged by this department and whenever schedule changes are required, such requests are granted when feasible. If a vacancy should occur, every effort would be made to hire a female Asian or Hispanic if the job requirements were met. All efforts would be made to fill jobs from our underutilized groups.



AUDIT AND REPORTING SYSTEM

The department will establish an internal audit system to monitor and evaluate progress in accordance with the requirements set forth in the compliance agreement between the City and County of San Francisco and the Office of Revenue Sharing. We will maintain and submit all and any reports as needed.

Dissemination of Affirmative Action Program

Copies of the department's Affirmative Action Plan will be posted and available for all employees to read, discuss and review.

A copy of the Plan will also be on file in the Main Library for public review.

AFFIRMATIVE ACTION PROGRAMS

Over the next two years, the office will work with Civil Service to achieve affirmative action in areas of our underutilization. Given the small staff, the number of positions that require specialized training or licensing, and the low rate of job turnover, this will have to be accomplished by attrition.

One area of underutilization which could be addressed would be the 2580 Investigator. Through specialized recruitment, selection, and training, females could be found who could meet the harsh physical requirements of the position.

Our office will continue to inform all interested persons of the opportunities and educational requirements necessary for the Investigator's position. Mr. Joseph Surdyka, Administrative Coroner, will be responsible for filing and processing of employee grievances and discrimination complaints. He will maintain records by race and sex of all layoffs, terminations, demotions and disciplinary actions and will inform all employees of termination procedures and appeal.

Mr. Surdyka will conduct exit interviews of all employees who leave the department.

Dr. Boyd Stephens, head of the department, has maintained that the office will continue a policy of a discrimination-free work environment.

Currently, the staff of the Medical Examiner's Office possesses language capabilities to meet the needs of non-English speakers. We will continue to ensure that bilingual services are provided in the needed language.



APPENDICES

Prohibition of Sexual Harassment
SF Administrative Code

Civil Service Commission Policy Prohibiting
Discrimination in Employment on the Basis
of AIDS, ARC, HIV Infection, or Any Related
Medical Signs or Symptoms

Policy Regarding Use of Slurs by City Officials
and Employees

Civil Service Commission Rule 34, Exempt Employment
of Individuals Who Are Severely Disabled

How to Apply for Rule 34 Openings

How to File a Discrimination Complaint

Policy on Language Diversity


Discriminatory and Offensive Materials





July 10, 1990

TO: Staff

FROM: Boyd G. Stephens, M.D. 
Chief Medical Examiner

SUBJECT: Reminder of City Policy Prohibiting Sexual Harassment

By law department heads are responsible for making sure that all employees are aware of the City policy regarding sexual harassment. Prevention is the best policy.

Enclosed is a copy of the City's policy. All employees should read and understand what constitutes harassment and the reporting thereof.

BGS:sk/5266C

Enclosure





PROHIBITING SEXUAL HARASSMENT

The Department has adopted the City's policy prohibiting sexual harassment. That policy is found in the Administrative Code Section 16.9-25 and reads as follows:

Prohibiting Sexual Harassment of City Employees; Establishing a Complaint Procedure; Providing for Disciplinary Action; Requiring Distribution of the Policy; Interpretation.

- (a) Sexual harassment of a city employee or applicant for employment by a city official or employee is prohibited.
- (b) Behavior which constitutes sexual harassment by city officials and employees includes, but is not limited to:
 1. verbal harassment, e.g., epithets, derogatory comments or slurs;
 2. physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
 3. visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons, or drawings; or
 4. requests for sexual favors or unwanted sexual advances.

when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employees, or is an explicit or implicit term of condition of employment.

- (c) For the purpose of this section, the following behavior by city officials and supervisory employees also constitutes sexual harassment:
 1. failing to take corrective action when the officials or supervisory employee know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or



2. retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.

- (d) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final.
- (e) Upon a finding that a city official or employee has engaged in prohibited sexual harassment as defined herein against a city employee or applicant for employment, the city official or employee shall be subject to disciplinary action up to and including dismissal in accordance with the applicable provision in the Charter.
- (f) Prevention is the best tool for the elimination of sexual harassment. All city commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof, with the requirement they instruct all employees under their supervision of the contents thereof, further express strong disapproval of sexual harassment and develop methods to improve awareness of all concerned.
- (g) This policy shall be construed in a manner consistent with the rights of free speech, association and privacy.
- (h) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance to any employee or applicant for employment, wherever appropriate.

The discrimination complaint procedure established by the Civil Service Commission described in Sections (c) and (f) is found in Civil Service Commission Rule 1, Section 1.03. (See also: Discrimination Complaints)





CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;



CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.



CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

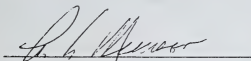
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

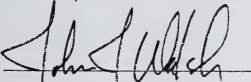
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

CIVIL SERVICE COMMISSION



A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel



PROHIBITING USE OF SLURS

It is the policy of the City and County of San Francisco and each of its officials, employees and agents acting in their official capacity, to treat all persons equally and respectfully and to refrain from the willful or negligent use of slurs against any person on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation and sexual orientation, color, marital status, or medical condition (cancer-related). A slur, as used in this policy, is a word or combination of words that by its very utterance inflicts injury, offers little opportunity for response, appeals not to rational faculties, or is an unessential or gratuitous part of any exposition of fact or opinion. All persons are entitled by law to the right of equal treatment and respect. Slurs deprive members of the protected groups of this right by holding them up to public contempt, ridicule, shame and disgrace and causing them to be shunned, avoided or injured in their occupation. By promoting ill will and rancor, slurs diminish peace and order.

The use of such slurs by city officials or employees will be considered by commissions, departments, agencies, boards, or appointing authorities as prima facie evidence of the lack of competence of said city officials and employees. Evidence of usage of such slurs shall be entered in job performance evaluations and shall be considered in evaluating the fitness of city employees.

THE POLICY WILL BE RIGOROUSLY ENFORCED BY EVERY EMPLOYEE OF THIS DEPARTMENT.



RULE 34

EXEMPT EMPLOYMENT OF INDIVIDUALS WHO ARE SEVERELY DISABLED

Section 34.01. RULE PRESCRIBED - AUTHORITY - PURPOSE

A. In accordance with Charter Section 8.300(a)(6), the Civil Service Commission does prescribe and adopt this Rule which shall have the force and effect of law to implement the Charter provision and to provide an orderly and effective process for the exempt employment and advancement to permanent civil service status of individuals who are severely disabled under the terms and conditions authorized by the Charter.

B. This Rule is not intended to preclude or in any way inhibit the employment of individuals who are severely disabled through the regular examination process or from provisional appointment as provided elsewhere in these Rules.

Section 34.02. DESIGNATED POSITIONS

A. An appointing officer or authorized representative may identify entry-level positions in the department for the appointment of individuals who are severely disabled and thereupon notify the General Manager, Personnel in writing of the positions so identified.

B. Such positions when approved by the General Manager, Personnel shall be designated for the employment of individuals who are severely disabled and shall hereinafter be known as a "designated position."

C. With the approval of the General Manager, Personnel, the appointing officer or authorized representative may rescind such designation at any time prior to the appointment of an individual pursuant to this Rule. When a designated position becomes vacant, the appointing officer may continue or cancel such designation.

Section 34.03. DEFINITION AND CERTIFICATION OF INDIVIDUALS WHO ARE SEVERELY DISABLED

A. Persons eligible for employment in designated positions shall be subject to certification by either the State of California Department of Rehabilitation or Veterans Administration as individuals who are severely disabled in accordance with the standards and criteria established by the State of California Department of Rehabilitation for such purpose.

B. Such standards and criteria and any changes thereto used for the certification of individuals who are severely disabled to positions in the City and County Service are subject to the acceptance and approval of the General Manager, Personnel.

C. A copy of the standards and criteria used for the certification of individuals who are severely disabled shall be available for public inspection during regular business hours in the Commission office.



Section 34.04. APPRAISAL OF QUALIFICATIONS

A. All candidates for designated positions shall meet the minimum qualifications applicable to the class and shall be able to perform the essential functions of the position after reasonable accommodation is made for the disability.

B. The General Manager, Personnel shall establish procedures for the appraisal of the qualifications of all persons certified for employment pursuant to this Rule.

C. For the purpose of this Rule, the provisions of the last examination announcement or the class specification, whichever is more recent, shall guide the General Manager, Personnel in determining minimum qualifications.

D. The General Manager, Personnel may administer job-related tests and/or obtain such supplemental information as is deemed appropriate in order to appraise the qualifications of candidates certified for consideration under this Rule.

Section 34.05. REFERRAL OF THE INDIVIDUAL WHO IS SEVERELY DISABLED TO THE DEPARTMENT

A. When there is a vacant requisition for a designated position, the General Manager, Personnel will refer to the Department for consideration those candidates who meet the specified terms and conditions.

B. The candidate and the authorized departmental representative shall each advise the General Manager, Personnel of their assessment of the position under consideration. The decision by the candidate to refuse the position or by the department to reject a candidate shall be final and is not subject to appeal except as provided under the anti-discrimination provisions of Charter Section 3.661(c) and these Rules.

Section 34.06. APPOINTMENT AND EVALUATION PERIOD

A. A candidate selected for appointment under this Rule shall be a permanent exempt appointee subject to the one-year Evaluation Period prescribed by Charter.

B. The provisions found elsewhere in these Rules governing the extension of the probationary period for regular civil service appointees shall be applicable to the one-year Evaluation Period.

C. The Evaluation Period is the critical phase of the selection process and shall be used as a trial period in order to determine the ability of individuals who are severely disabled to perform the assigned duties of the position to which appointed.

Section 34.07. PERFORMANCE APPRAISAL DURING EVALUATION PERIOD

In accordance with existing procedures of the Performance Appraisal System, Performance Appraisal Reports shall be written during the Evaluation Period by the immediate supervisor of individuals who are severely disabled according to the following schedule:

A. At the end of the first (1st) three (3) months;



- B. At the end of the sixth (6th) month covering the fourth (4th) through the sixth (6th) month; and,
- C. At the end of the eleventh (11th) month covering the seventh (7th) through the eleventh (11th) month.

Section 34.08. TERMINATION DURING EVALUATION PERIOD

A. Consistent with Charter authority governing the employment of individuals exempt from the civil service provisions thereof, during the Evaluation Period, individuals appointed under this Rule serve at the discretion of the appointing officer.

B. At any time during the Evaluation Period, the appointing officer may terminate the appointee by giving written notice to the individual and to the General Manager, Personnel specifying the reasons therefor. The decision of the appointing officer shall be final and is not subject to appeal except as provided under the anti-discrimination provisions of Charter Section 3.66l(c) and these Rules.

Section 34.09. ADVANCEMENT TO PERMANENT CIVIL SERVICE STATUS

A. The appointing officer shall, in accordance with procedures prescribed by the General Manager, Personnel, notify the General Manager, Personnel in writing of the completion of the Evaluation Period and shall certify satisfactory job performance during the Evaluation Period in order to advance the individual who is severely disabled to permanent civil service status.

B. Upon advancement to permanent civil service status, appointees shall not be required to serve a probationary period and shall acquire all the rights of a regular civil service appointee who has completed the probationary period.

Section 34.10. COMPUTATION OF SENIORITY FOR INDIVIDUALS WHO ARE SEVERELY DISABLED

Notwithstanding any other provisions of these Rules:

A. Seniority for the purpose of layoff shall be calculated from the date an individual who is severely disabled began to work in an exempt status in the designated position in a class in a department.

B. During the Evaluation Period, individuals appointed pursuant to this Rule shall be compared with and ranked for retention purposes the same as probationary civil service appointees.

C. Seniority accrued by an individual who is severely disabled in a class and department during the Evaluation Period shall be carried forward upon advancement to permanent civil service status in the same class and department.

D. Seniority in the event of a tie shall be determined by the appointing officer, whose decision is final.

Section 34.11. RESOLUTION OF DISPUTES

A dispute concerning the application, implementation or interpretation of this Rule shall be decided by the General Manager, Personnel, subject to reconsideration by the Commission as provided elsewhere in these Rules.



HOW TO APPLY FOR POSITIONS DESIGNATED FOR THE EXEMPT EMPLOYMENT
OF INDIVIDUALS WHO ARE SEVERELY DISABLED

This information sheet is designed to assist individuals who are severely disabled to apply for a job with the City and County of San Francisco through a special employment program. Positions in this program are exempt appointments i.e. they are not subject to examinations, however, they are subject to a one year evaluation period. If the appointee performs the job satisfactorily during the evaluation period, he or she will be advanced to regular Permanent Civil Service status.

THE JOB ANNOUNCEMENT

Job announcements for positions designated for the exempt employment of individuals who are severely disabled will be posted on the job announcement boards outside of Room 151 on the first floor of City Hall and at 646 Van Ness Avenue.

Read the announcement carefully. If you are certified as severely disabled and meet the minimum qualifications for the position, fill out an employment application.

THE APPLICATION

Applications are available at 646 Van Ness Avenue and in Room 151 of City Hall. Applications will only be taken for positions currently available i.e. those posted on job announcement boards. A separate application form must be submitted for each position.

Be sure to fill out the application carefully and completely. Do not forget to sign it.

Give complete information about your experience and background. The application will be screened to be sure that your experience, training, and education meet the minimum requirements for the position.

Applications will not be accepted without a valid certification of severe disability from the State Department of Rehabilitation or the Veterans Administration.

Submit the completed application form and the certificate of severe disability to the Civil Service EEO Unit in Room 151 City Hall (first floor).

CERTIFICATION OF SEVERE DISABILITY

Applicants who have a severe disability must be certified by the California State Department of Rehabilitation at 30 Van Ness Avenue or by the U.S. Veterans Administration at 211 Main Street. Bring recent medical documentation with you so that they can determine if you meet the severe disability criteria.

Certifications will only be issued for positions currently open for filling. Applicants must have a certification document for each position each time they apply.

For more information regarding the certification process, call the Department of Rehabilitation at 557-3800 or the Veterans Administration Vocational Rehabilitation Office (disabled veterans only) at 974-0200.

THE SELECTION INTERVIEW

Qualified severely disabled applicants will be subject to a selection interview by a worksite representative. Examinations are not required for positions designated to this program.

FOR MORE INFORMATION regarding Rule 34 job opportunities and the selection process, call (415) 558-2906.





DISCRIMINATION COMPLAINTS

Any person may file a complaint alleging discrimination as a result of any employment selection procedure violating the Affirmative Action Plan and Policy for Equal Opportunities by forwarding the complaint in writing to the Department Manager and/or Civil Service Commission EEO Unit. The complainant shall specify those facts and reasons which support the charges. Letters of complaint must be filed within 30 calendar days of the occurrence of the discriminatory act. A copy of all complaints shall immediately be forwarded to the Human Rights Commission and to each member of the Civil Service Commission. The complainant shall receive a written report of the findings of the investigation of the Commission staff. The Civil Service Commission shall expedite hearings on appeals filed in accordance with the Civil Service Commission Rules.

This procedure is not intended to preclude a hearing before the Human Rights Commission or any other Board or Commission having jurisdiction in the City and County of San Francisco, nor to preclude an individual's right to file the same or similar complaints with appropriate state or federal regulatory agencies or to litigate for relief. (Ref - CSC Rule 1.03(f)).



HOW TO FILE A DISCRIMINATION COMPLAINTEqual Employment Opportunity Unit - Role and Purpose

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission investigates complaints of discrimination filed by City and County employees or applicants for employment. The authority to investigate such complaints stems from Section 3.661(c) of the San Francisco Charter and Section 1.03F of the Civil Service Rules.

The investigative role of the EEO Unit is that of an objective third party, representing neither the complainant (employee), nor the respondent (department).

Complaint ProcessBasis:

Discrimination complaints submitted for investigation must be based on one or more of the following: RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL HANDICAP, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR or MEDICAL CONDITION (cancer-related).

Actions complained of may include the following: DENIAL OF EMPLOYMENT, TRAINING, PROMOTION OR REASONABLE ACCOMMODATION; TERMINATION, LAY-OFF or CONSTRUCTIVE DISCHARGE, DEMOTION, DISCIPLINARY ACTION, HARASSMENT, WORK ASSIGNMENT(S), SEXUAL HARASSMENT.

Other issues, such as a disagreement regarding Department rules or regulations affecting working conditions, may be subject to review through the Employee Grievance procedure.

Filing:

A letter specifying in detail the basis of discrimination and the discriminatory action taken must be sent to:

Mr. John Walsh
General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

Ideally, the letter of complaint should include the following information:

1. Name, address and daytime phone number.
2. The basis for complaint: i.e. race, religion, etc.
3. The discriminatory action: i.e., denial of employment, training, promotion or reasonable accommodation; termination; etc.
4. The date(s) the action(s) in question took place.
5. The City and County department and work unit accused of discrimination.
6. The names and classifications of the individuals accused of discrimination.
7. The names, classifications and daytime phone numbers of any witnesses to the alleged discriminatory action.
8. A detailed explanation of the sequence of events which you believe to be discriminatory.
9. The specific action you are seeking in order to correct the alleged discrimination.



If you are a current City and County employee, please also include your current Civil Service classification and status, the department where you are employed, and the length of time you have been employed with the City and County of San Francisco.

Filing Deadline:

Letters of complaint must be filed within 30 calendar days of the date the discriminatory action took place, or within 30 calendar days of the date the employee should have first become aware of the violation. Therefore, time is an important factor when filing a complaint with the Civil Service Commission.

Investigation:

Upon review of the letter of complaint by the General Manager, the complaint will be referred to the EEO Unit for investigation. The complaint will be assigned to an investigator. The investigator will then contact the person filing the complaint, either by mail or phone, to schedule an intake interview. Intake interviews afford the investigator an opportunity to clarify the issues involved and also allow the person filing the complaint an opportunity to present the complaint in more detail.

The investigation includes reviewing and obtaining copies of relevant documents such as personnel files, attendance reports and performance evaluations, interviewing co-workers and supervisors, and other actions considered necessary in order to obtain relevant information.

It is important to remember that the individual who brings forth the complaint is responsible for substantiating the charges. Therefore, it is necessary to cooperate with the investigator by providing any written material, names of individuals to interview, or any other information which would assist the investigation.

During the intake interview, the entire complaint process will be explained in more detail by the assigned investigator. Any questions regarding the process can be asked during the intake interview.

Civil Service Rule 1.03(f) Discrimination Complaints available in City Hall, Room 153.





CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.



DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC:EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.





MEMORANDUM

March 25, 1992

TO: All City Employees
FROM: Frank M. Jordan, Mayor *FMJ*
RE: Discriminatory and Offensive Materials

It has recently come to my attention that some employees have circulated discriminatory and offensive materials in City departments. Some of these materials have included racial slurs, unauthorized references to an individual's sexual orientation and demeaning personal attacks. This conduct violates local, state and federal laws and policies and shall not be tolerated.

Employees who have observed what they believe to be inappropriate action by co-workers, supervisors or public officials are encouraged to report their observations to the appropriate authority. This may include a supervisor, manager, department head, the Mayor's Task Force on Improper Government Activities, the Civil Service Equal Opportunity Unit, the State Department of Fair Employment and Housing or the Federal Equal Employment Opportunity Commission.

Our diversity as a City workforce and our human rights as individuals must be respected at all times. Harrassment and intimidation have no place in this government or in this City, I ask all City employees to join me in assuring that co-workers and, indeed, all persons are treated with respect and dignity.

FMJ/mk1a





CITY AND COUNTY OF San Francisco Employment Opportunity

Apply To- 646 Van Ness Avenue, San Francisco, CA 94102 Team 2 558-4715 ENTRANCE

2456 ASSISTANT FORENSIC TOXICOLOGIST I

FILING OF APPLICATIONS: File immediately. Applications will be available beginning March 17, 1989 and will close on March 31, 1989 (may be extended). All candidates must file the Self-Certification form with the regular civil service application.

NATURE OF POSITIONS: Positions in this classification are with the San Francisco Medical Examiner's/Coroner's Office.

SALARY: \$1273 - \$1543 Bi-weekly; \$2769 - \$3356 Monthly; \$40,272 Annually.

EXAMINATION DATE: Qualified applicants will be notified by mail of the exact date, time and place to report for the examination.

DUTIES: Under supervision, assists the Forensic Toxicologist by preparing and analyzing body tissues and fluids and evidence for final determination of the presence, nature and quantity of toxic substances in Medical Examiner's and other forensically significant cases; assists in maintaining the supplies, equipment and premises of the laboratory; prepares case histories, records findings and interprets data; and performs related duties as required.

Requires responsibility for: performing professional journey level analytical duties related to forensic cases; carrying out and explaining laboratory methods and procedures; insuring data generated conforms to quality control specifications; maintaining the carefully controlled legal chain of evidence requirements; and maintenance of work sheets and accurate recording of results from complex analytical toxicologist work.

This classification is distinguished from classifications in the Public Health Assistant Toxicologist series by the Forensic nature of the duties.

MINIMUM REQUIREMENTS:

1. Completion of a four year accredited college or university with a baccalaureate degree with major coursework in chemistry, biology, or closely related field; AND
2. One (1) year of verifiable experience in a laboratory conducting toxicological examinations; OR
3. Experience may be substituted for education on a year for year basis; AND
- * 4. Possession of or eligibility for Clinical Toxicologist - Technologist or equivalent licensing as specified under Title 17, California Administrative Code. (See Notes and Self Certification); AND
- ** 5. Eligibility for Forensic Alcohol Analyst certification as specified in Title 17, California Administrative Code. (See Notes and Self-Certification)

EXAMINATION:

Oral/Performance: Candidates will be examined to determine their relative knowledge, ability and skill levels in job related areas which may include but not be limited to: knowledge of the principles and practices of toxicology, biology and chemistry with specific application to forensic analyses; ability to understand and use complex analytical and computer-assisted equipment; oral communication skills; and ability to develop new analytical techniques and procedures, analyze and evaluate data; and knowledge of the principles and practices of medico-legal or forensic investigation as it pertains to toxicology. 1000

POINTS

TOTAL POINTS. 1000



CITY AND COUNTY OF San Francisco Employment Opportunity

646 Van Ness Avenue, San Francisco, CA 94102 Team 2 558-4715

COMBINED ENTRANCE AND PROMOTIVE

2457 ASSISTANT FORENSIC TOXICOLOGIST II

FILING OF APPLICATIONS: File immediately. Applications will be available beginning February 3, 1989 and will close on February 17, 1989 (may be extended). All candidates must file the Self-Certification form with the regular civil service application.

VACANCIES: This is a single position classification with the San Francisco Medical Examiner's / Coroner's Office.

SALARY: \$1436 - \$1740 Bi-weekly; \$3123 - \$3785 Monthly; \$45,414 Annually

EXAMINATION DATE: Qualified applicants will be notified by mail of the exact date, time and place to report for the examination.

DUTIES: Under direction, assists the Forensic Toxicologist by organizing and supervising the daily operations of the Medical Examiner's / Coroner's Toxicology Laboratory; assigns and reviews the work of subordinate professional and technical staff; makes recommendations on program needs; performs complex and difficult analyses of body tissues and fluids for the presence, nature and quantity of toxic substances in Coroner's and other forensically significant cases; and performs related duties as required.

This classification is the first line supervisory level in the Coroner's Toxicology Laboratory. The incumbent, reporting directly to the Forensic Toxicologist, provides direction to subordinate professional and technical staff of the toxicology laboratory. Additionally, the incumbent is responsible for conducting the more complex laboratory procedures and for ensuring that the accuracy of the work and technical proficiency of the laboratory is maintained. This classification is distinguished from classifications in the Public Health Assistant Toxicologist series by the forensic nature of the duties.

MINIMUM REQUIREMENTS:

1. Completion of a four year accredited college or university with a baccalaureate degree with major coursework in chemistry, biology, or closely related field; AND
2. Three (3) years of verifiable experience in a forensic laboratory conducting toxicological examinations; AND
- * 3. Possession of or eligibility for Clinical Toxicologist - Technologist or equivalent licensing as specified under Title 17, California Administrative Code. (See Notes and Self Certification); AND
- ** 4. Eligibility for Forensic Alcohol Supervisor certification as specified in Title 17, California Administrative Code. (See Notes and Self-Certification)

EXAMINATION:

Oral/Performance: Candidates will be examined to determine their relative knowledge, ability and skill levels in job related areas which may include but not be limited to: knowledge of the principles and practices of toxicology, biology and chemistry with specific application to forensic analyses; ability to understand and use complex analytical and computer-assisted equipment; ability to supervise, review and evaluate the work of subordinate staff; oral communication skills; ability to develop new analytical techniques and procedures, analyze and evaluate data; and knowledge of the principles of medico-legal or forensic investigation as it pertains to toxicology.

POINTS

1000

TOTAL POINTS. 1000

an Equal Opportunity Employer





CITY AND COUNTY OF San Francisco Employment Opportunity

ply To- 646 Van Ness Avenue - Team #2 - 558-2931 - ENTRANCE

2458 TOXICOLOGIST

FILING OF APPLICATIONS: File Immediately. Receipt of applications will begin on September 23, 1983 and may close at any time. There is one position with the San Francisco Medical Examiner's Office as a Forensic Toxicologist.

SALARY: \$1698-\$2063 Bi-Weekly; \$3693-\$4487 Monthly; \$44148-\$53844 Yearly

EXAMINATION DATE: Qualified applicants will be notified by mail of exact time, date, and location of examination.

EXAMPLE OF DUTIES: Under the direction of the Chief Medical Examiner, is in charge of the Medical Examiner's toxicology laboratory and administers and supervises the San Francisco forensic toxicology program. Conducts chemical examinations of blood, urine and other physiological specimen to determine the nature and quantity of toxic substances present in Medical Examiner's and other forensically significant cases and performs related duties as required.

Requires responsibility for; planning, organizing, providing budgetary input, coordinating and directing the personnel within the toxicology laboratory; the carrying out and enforcing and the quality assurance of the methods and procedures related to toxicological analyses, research and experimentation; review and interpretation of case findings, particularly with respect to the effects of drugs and other toxicologically significant compounds (xenobiotics) in mammalian systems, and preparation of important technical reports, research proposals and articles for publication, and preparation of materials as evidence in court; regular contacts with representatives of other departments to furnish information on toxicological examinations and interaction with and advising other government agencies and relevant individuals at all levels.

MINIMUM REQUIREMENTS:

1. Completion of advanced training with Ph.D degree or equivalent degree with coursework in chemistry, pharmacology, medicine or equivalent coursework with emphasis on Forensic Toxicology; AND
2. Three years of progressively responsible experience in toxicology determinations; OR
3. An equivalent combination of training and experience.

NOTE:

A. Candidates must be eligible for Forensic Alcohol Supervisor Certification and Clinical Toxicologist-Technologist licensing as specified under Title 17, California Administrative Code of the State Department of Public Health at time of appointment.

B. A transcript of photocopy evidencing possession of the required Ph.D degree or equivalent degree must be submitted at the time of filing application, or shortly thereafter.

EXAMINATION:

Evaluation of Training and Experience: A screening committee will evaluate candidates' training and experience as described in their regular application. Such evaluation may include verification of statements made. Candidates should submit all documents, resumes, certificates, licenses, etc. to evidence their qualifying training and experience. Approximately the ten highest ranking candidates will pass this section of the exam and progress to the oral examination.

POINTS

PASS/FAIL

ORAL INTERVIEW:

The examination score will be based entirely on evaluation of professional and personal qualifications by interview. The candidates professional training and experience will be evaluated in relation to the duties and level of responsibility required by this position. 1000

MINORITIES, WOMEN & DISABLED ARE ENCOURAGE TO APPLY.

an Equal Opportunity Employer

076-83B





CITY AND COUNTY OF San Francisco Employment Opportunity

Apply To-

44 Gough Street
San Francisco, CA 94103

Team: 5 557-4856

ENTRANCE

2523 FORENSIC AUTOPSY TECHNICIAN

FINAL FILING DATE: March 29, 1991 (may be extended). Positions in this classification work at the San Francisco Medical Examiner/Coroner's Office. Work hours are 8:00 AM - 5:00 PM. Weekend shift work will be required on a rotation basis. In addition to the regular application, candidates MUST submit the Self-Certification Form provided by Civil Service at the time of filing. Letter(s) of verification must be submitted by no later than April 12, 1991. (See note on verification for details.)

SALARY: \$1,114-\$1,349 Bi-weekly; \$2,414-\$2,923 Monthly; \$35,074 Annual Maximum

VACANCIES: There is currently one vacant position.

EXAMINATION DATE: Qualified applicants will be notified by mail of the exact date, time and location of examination.

DUTIES: Under general supervision, the Forensic Autopsy Technician assists the Board Certified Forensic Pathologist OR Board Certified Pathologist in the performance of medico-legal autopsies under the jurisdiction of the Medical Examiner/Coroner where all trauma, unnatural or suspicious deaths are examined. The Forensic Autopsy Technician assists in the collection and legal preservation of evidence, clothing, toxicology samples, and biologic samples for forensic pathologists, including badly decomposed bodies; may testify in court room proceedings and performs related duties as required.

The nature of work requires exposure to bio-hazards such as AIDS, tuberculosis, meningitis, hepatitis and septicemia, strong antiseptic chemicals and the continuous usage of rubber gloves.

MINIMUM QUALIFICATIONS:

- One (1) year of verifiable experience in a mortuary facility assisting in care and handling of bodies as an autopsy assistant or technician; AND
- Ability to lift and move bodies from gurneys to autopsy table, and to lift bodies to chest height (200 pounds plus) with assistance. (Self-Certification, see notes.)

NOTES:

- The probationary period will be used to determine if the employee meets the minimum qualifications for physical strength. Failure to meet this qualification may result in dismissal from employment.
- Each candidate MUST submit a completed Self-Certification Form at the time of filing.

VERIFICATION: MUST be submitted by the stated deadline. Verification of experience must be on the employer's official business letterhead stating the exact dates of employment, title of position held and description of duties performed, and must be signed by the employer. Current City and County employees may substitute the verification letter with a copy of a performance evaluation indicating duties and experience relative to the position. Waiver request will be considered on a case-by-case basis for persons unable to provide verification. Such persons must attach to the application a signed statement explaining the reason(s) why verification cannot be obtained. Submit to: Civil Service Commission, Team 5, Class 2523, 44 Gough Street, San Francisco, CA 94103.

EXAMINATION:

ORAL EXAMINATION: Candidates will be interviewed to determine their relative knowledge, ability and skill levels in job-related areas which may include but not be limited to: knowledge of procedures involved in assisting in medico-legal autopsies; ability to care for and maintain surgical and autopsy equipment, knowledge of contagious disease control precautions and procedures followed in autopsy, and communication skills.

POINTS

1,000
TOTAL POINTS: 1,000

Issued: March 8, 1991
Announcement No.: 069-91-B
Team 5 - JL

John J. Walsh
General Manager, Personnel
Civil Service Commission

MINORITIES, WOMEN AND DISABLED ARE ENCOURAGED TO APPLY

#2391P

an Equal Opportunity Employer





CITY AND COUNTY OF San Francisco Employment Opportunity

Apply To-

646 Van Ness Avenue

Team: 5 558-2913

ENTRANCE

2580 MEDICAL EXAMINER'S INVESTIGATOR (CORONER'S INVESTIGATOR)

FINAL FILING DATE: May 25, 1990 (may be extended). Mailed applications must be postmarked by this date. Applicants must submit written verification of experience, or a photo copy of an embalmer's license, and the provided Self-Certification form along with the application at the time of filing. Failure to do so will result in disqualification.

SALARY: \$1,421 - \$1,723 bi-weekly; \$3,079 - \$3,733 monthly; \$44,798 maximum annually.

EXAMINATION DATE: Qualified applicants will be notified by mail of the date, time, and location of examination.

DUTIES: Under direction and supervision of the Chief Medical Examiner, investigates the scene and circumstances of deaths coming under the jurisdiction of the Medical Examiner; takes charge of bodies, evidence and valuables of deceased; recognizes, documents, protects and collects evidence significant to the case; works with investigators from other agencies as appropriate; initiates identification and notifies relatives; prepares detailed investigative records; reviews medical records and interfaces with other law enforcement agencies; operates and maintains Medical Examiner's vehicles; and performs related duties as required. Requires responsibility for: Knowledge of appropriate State and Federal Law which regulate authority; carrying out, interpreting and enforcing policy and methods of the Medical Examiner's office; making field and office contacts with persons emotionally disturbed by the death of a family member or friend; compiling and preparing detailed investigation reports with concern of differentiating natural from unnatural deaths and evidence of any criminal act. Physical ability to lift dead bodies and remove them from the scene of death. Nature of duties involves frequent exposure to sudden, unexpected and sometimes violent deaths; unpleasant odors or conditions. Employees may be required to work any shift at the direction of the department head and will be expected to type at a reasonable rate (20-30 WPM) within six months of employment. Employee must be aware of recommended safe methods for working with potentially hazardous biologic or chemical materials. Must be familiar with common Material Safety Data Sheets (MSDS) and common industrial hazards.

MINIMUM REQUIREMENT:

1. Possession of a current valid embalmer's license issued by the California State Board of Funeral Directors and Embalmers; or
2. Two years of verifiable experience as an investigator with full responsibility for locating and interviewing witnesses and preparing reports of findings of circumstances surrounding sudden, unexpected death; and
3. Physical ability to lift deceased bodies and remove them from the scene of death (See Note #3); and
4. Willingness to work any shift, nights, weekends and holidays; and
5. Possession of a valid Driver's License; and
6. Possession of the following knowledges, skills and abilities:
 - Basic knowledge of human anatomy, physiology and terminology as it relates to forensic medicine.
 - Ability to apply investigative and interviewing techniques.
 - Skill in communicating with representatives of law enforcement agencies, medical professionals and the general public.
 - Knowledge of responsibilities and functions of a coroner's office as governed by the California Government Code, Penal Code, Health and Safety Code, criminal law and rules of evidence.
 - Ability to examine deceased bodies under difficult circumstances or in adverse conditions.
 - Ability to write clear and concise reports.

NOTES:

1. **Verification:** A photo copy of an embalmer's license must be attached to the application at the time of filing; or verification of experience must be submitted on an employer's official business letterhead stating the exact dates of employment, title of position held and description of duties performed, and must be signed by the employer. Current City and County employees may substitute the verification letter with a copy of a performance evaluation indicating duties and experience as an Investigator. Waiver request will be considered on a case-by-case basis for

an Equal Opportunity Employer

MINORITIES WOMEN AND DISABLED ARE ENCOURAGED TO APPLY



NOTES: (Cont'd)

- persons unable to provide verification. Such persons must submit a signed statement explaining why verification cannot be obtained. Submit to Civil Service Commission, Team 5, Class 2580, 646 Van Ness, San Francisco, CA 94102.
- Self-Certification:** The Self-Certification form provided by the Civil Service Commission must be submitted together with the original application at the time of filing.
 - Prior to appointment and during the probationary period, the ability to lift and carry 125 pounds, and the ability to type 20 WPM will be evaluated. Failure to perform these abilities will result in either disqualification for appointment or dismissal from employment.
 - Eligibles for appointment will be required to either possess or successfully complete a P.C. 832 course (Peace Officers Firearms and Arrest Procedures) within six months of permanent employment.
 - Employment, Character and Background Investigation:** Applicants must qualify for Peace Officer status as set forth in Government Code of the State of California, sections 1029 Conviction of Felony as Disqualification of Peace Officer; 1031 Minimum Standards for Peace Officers, and 1031.5 United States Citizenship Requirements (See attached copy of codes for details). Applicants must meet the standards set forth in the Government Code prior to appointment.

EXAMINATION:

WRITTEN TEST: Qualified applicants will be given a written objective test covering areas which may include but not be limited to knowledge of procedures, methods, and practices of carrying out investigations in a coroner's office; knowledge of basic anatomy, physiology and forensic medicine terminology; knowledge of laws and codes governing the activities of a coroner's office; communications; and human relations skills. Candidates must pass this portion of the examination in order to continue onto the oral test. Qualifying

ORAL TEST: Successful candidates will be evaluated by an oral interview panel to determine their relative knowledge, ability and skills level in job related areas which may include but not be limited to knowledge of investigative methods, procedures and practices; knowledge of the operations of a coroner's office; knowledge of forensic medicine; knowledge of laws governing a coroner's office; human relations; and communications skills.

POINTS

1000
TOTAL POINTS. 1000

Issued: April 27, 1990
Announcement No: 080-908
Team: 5/JL

John J. Walsh
General Manager, Personnel
Civil Service Commission

IMPORTANT EMPLOYMENT INFORMATION

EQUAL EMPLOYMENT OPPORTUNITY. The City and County of San Francisco is an equal opportunity employer. Applicants shall not be favored or discriminated against because of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color, medical condition or other non-merit factor.

EXAMINATION ANNOUNCEMENT. Applicants must be guided solely by the provisions of this announcement, including requirements, time periods, and other particulars, except when superseded by federal, state or local laws, rules or regulations. The Personnel Department reserves the right to revise the examination plan in order to meet the requirements of law. Clerical errors may be corrected by posting a notice on the bulletin board at Room 5JL, City Hall. Unless otherwise noted, applicants must possess the minimum qualifications by the final filing date. This date will be used for computing the seniority credit for promotional applicants.

APPEAL PROCEDURE. Written appeals concerning this announcement must be received within seven (7) business days from the original issue date. Petitioners will be notified concerning their appeals. Rulings may be reconsidered only if request is received by noon of the fifth business day following mailing of the original notification. Following this appeal period, only questions dealing with interpretation of requirements will be considered.

EMPLOYMENT APPLICATION. Applicants must clearly show that they meet all requirements by submitting a complete employment application. If education beyond high school as a licensee after then Driver License is required, an official transcript or copy must be presented at the time of filing or as indicated by the announcement. This copy will not be returned. Experience gained in violation of Commission Rules cannot be credited. City employees receive credit for the duties of their classification. They can receive credit for work outside their classification only if their department heads officially assign such work in accordance with Commission Rules. Part-time and volunteer experience may be used to meet experience requirements (2000 hours equals one year).

ELIGIBLE LISTS. The purpose of an examination is to provide a list of qualified persons eligible for employment. Candidates are ranked on an eligible list according to their overall scores in the examination. Separate lists are established for each job classification. Before posting, the duration of the list will be determined (not less than 121 nor more than 361 days) after the adoption date of the list. Unless the announcement specifies otherwise, the following conditions apply: candidates must be successful in each part of the examination; the list will be used to fill both permanent and temporary vacancies in all departments; eligibles may waive consideration for permanent or temporary appointment from 721 volume of certification. Waiver from the final issue of certification will result in the removal of the eligibles name from that eligible list and all other lists in that classification.

SENIOIRITY CREDIT IN PROMOTIONAL EXAMINATIONS. For promotional only or combined promotional and entrance examinations, any person who is otherwise qualified and has current permanent, preliminary, certified (senior) or probationary status with the City and County of San Francisco and has met all criteria of verified satisfactory experience in any class in any status (including two civil service or limited tenure appointment qualifications) promotionally. Such employees are entitled to sixty (60) points additional for seniority and satisfactory performance rating. Successful candidates will receive Deductions from their total points to be used for applicable disciplinary actions.

VETERANS' PREFERENCE. Veterans (or their widows or widowers) who have served 30 days active (non-reserve) duty before 1973 and received first separation within the last 10 years may claim veterans preference and receive an additional 50 after passing an entrance examination. Such claim must be made in the remarks section of the application and a copy of proof of service (DD204) must be attached. For further information see information sheet available at 646 Van Ness Avenue.

IDENTIFICATION. All candidates will be required to present identification showing photograph at each part of the examination. Acceptable identification includes: Driver License; California Identification Card issued by the Department of Motor Vehicles; passport; City Department identification card; student body card; military identification card; and alien registration card.

PERFORMANCE/ANALYTICAL EXAMINATIONS. The Commission reserves the right to administer exams when it determines that there are significant differences due to multiple examination people. **LANGUAGE PROFICIENCY.** Proficiency in language in addition to English should be indicated on the application form. Certain positions may require proficiency in a second language. Only eligibles indicating that required skill will be considered for these positions. They will be tested for that language skill.

HANDICAPPED APPLICANTS. Reasonable accommodation will be made so that handicapped applicants may participate in the examination process. Please advise the Personnel Office of special needs in advance of the examination.

CHANGE OF ADDRESS. Applicants/eligibles must file a Change of Address form promptly with the Personnel Department. Failure to do so may result in loss of eligibility.

APPOINTMENT. Each employee is filed from among the top three available eligibles on the appropriate eligible list. Prior to starting work, a prospective employee may be required to pass a medical examination administered by our physicians and will be compensated. At the time of appointment, all persons must possess a Social Security number. Employees in some classifications will be required to join an employee organization or pay an employee organization's service fee. All new employees are required to take the loyalty oath as required by the Constitution of the State of California.

AUTHORIZATION TO WORK. All new employees are required to comply with the Immigration Reform and Control Act of 1986. Following certification from the list, at the time of the interview with the Acting Director, all persons must be authorized to work in the United States. Failure to have these documents available at the time of the interview may result in loss of eligibility. Acceptable verification documents are listed on the information sheet entitled Acceptable Documents to Prove Identity and Authorization to Work in the United States which is available at 646 Van Ness Avenue.

PROBATIONARY PERIOD. After appointment to a permanent position, the employee must serve a probationary period during which the employee must demonstrate the ability to perform the work assigned to the position.

CITY/COUNTY OF SAN FRANCISCO RESIDENCE. The Board of Supervisors may establish reasonable and specific residence requirements for employees. However, it is not now required for employees or applicants to have residence within the City.

ADDITIONAL INFORMATION. The following information sheets are available at the Personnel Office (646 Van Ness Avenue): How to Get a City-Job, Current Examinations Information, Policy on Accredited Colleges and Universities, List of Accredited Foreign Colleges and Universities, Applicant Information Regarding Veterans' Preference, Form and Conditions and High School Diploma Information, Policy on Accredited and Acceptable Documents to Prove Identity and Authorization to Work in the United States.

FOR FURTHER EXPLANATION CONCERNING ANY OF THE ABOVE INFORMATION, CONTACT THE PERSONNEL OFFICE





DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT	DISTRICT ATTORNEY'S OFFICE
CHIEF EXECUTIVE OFFICER	ARLO SMITH
AFFIRMATIVE ACTION COORDINATOR	BRIDGET BANE
DATE ADOPTED OR SUBMITTED	DECEMBER 7, 1992



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DISTRICT ATTORNEY'S OFFICE

I. DEPARTMENTAL DESCRIPTION

The District Attorney's Office in San Francisco is responsible for the prosecution of public offenses committed within the City and County of San Francisco by adults and juveniles. The California State Constitution provided for the establishment of an office of the District Attorney for each county of the state. This constitutional mandate is further implemented by California Government Code Section 26500 which makes the District Attorney the public prosecutor and which states:

The District Attorney's Office performs the following:

1. Prosecutes felony and misdemeanor criminal cases, from charging through post trial motions.
2. Conducts investigations and grand jury inquiries.
3. Reviews cases and causes charges to be brought through bills of information and grand jury indictments.

The District Attorney's Office operates particularly under the authority vested by San Francisco Charter, Section 3.402, " ...The District Attorney, either in person or by his assistants, shall prosecute all criminal cases in the Municipal and Superior Courts, draw all complaints, and issue warrants for the arrest of persons charged with crime who are to be prosecuted in such courts .."

Prosecution by the District Attorney's Office is not limited to the presentation of evidence in this county's courts of law. The overall prosecution of a criminal case includes criminal investigation, Grand Jury inquiries, conferring on legislation and drafting new legislation, advising law enforcement officers, and involvement in other criminal proceedings such as search warrants, arraignments, preliminary hearings, pretrial motions (demurrers, motions to suppress, etc.), pretrial conferences, sentencing recommendations, and motions to revoke grants of probation.

Organizationally, the District Attorney's Office is composed of four major divisions: The Criminal Prosecution, The Consumer Fraud, The Family Support Bureau and The Administrative Division.

The office counsels and assists victims of and witnesses to crimes through its Victim Witness Assistance Program. As stated previously, the office operates a Consumer Fraud Unit, an Environmental Protection Unit, and a Family Support Unit. Other special units include Child Abuse, Sexual Assault, Domestic Violence, Special Prosecutions, Psychiatric Court and Narcotics Strike Force. The office has also established the Law and Motion/Writs and Appeals Unit which maintains an up-to-date criminal case brief, and statewide information network.

II. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Consistent with federal, state, and local laws and guidelines and the Office of Revenue Sharing Compliance Agreement, it shall be my policy as District Attorney and it shall be the policy of the Office of the District Attorney to afford equal opportunity for the employment to all individuals regardless of race, religion, sex, national origin, ethnicity, ancestry, color, age, physical handicap, or other disabilities, political affiliation, or sexual orientation.

Therefore, the Office of the District Attorney will take affirmative action to:

- A. Recruit, hire, and promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, ancestry, color, age, physical handicap or other disabilities, medical condition, political affiliation, or sexual orientation.
- B. Base decisions on employment so as to further the principle of equal employment opportunity.
- C. Insure that all personnel actions including recruitment, selection, hiring, promotion, assignments, compensation, benefits, transfers, layoffs, reinstatements, discipline, training, and termination will be in accordance with all relevant Federal, State and local laws, guidelines and rules which govern EEO and AA.
- D. Develop goals and timetables to address identified underutilizations.
- E. Assign the law officer manager and all supervisors the responsibility to manage and direct the AA program.
- F. All employees will be informed of the Department EEO/AA policy, and all employees have a responsibility to comply with the policy.



ARLO SMITH
District Attorney

December 7, 1992

III.

DESIGNATION OF RESPONSIBILITIES

- A. Arlo Smith, the District Attorney, will have the responsibility, as the elective officer and department head, for the overall administration of the Affirmative Action Program, and will provide policy direction for the program, and will:
 - 1. Designate an Affirmative Action Coordinator and evaluate his progress.
 - 2. Insure that policy decisions of the department are consistent with the Affirmative Action Plan.
- B. Bridget Bane, Law Office Manager, is designated as the Affirmative Action Coordinator for the department, and will:
 - 1. Publish and implement the written Affirmative Action Plan.
 - 2. Insure that the Plan is distributed to appropriate personnel in the department, and with management personnel, will collect and analyze employment data, identify problem areas, and develop goals and time tables;
 - 3. Prepare periodic reports as required, and serve as liaison between departmental staff, the Civil Service Commission, the Human Rights Commission, and other agencies;
- C. Mary King-Gorwky, Administrative Assistant, will assist the Coordinator and will keep records of placements, transfers, promotions, interviews, and other actions to insure that the non-discriminatory policy is effective; and will assist in preparing statistical data and required reports.
- D. The following personnel will assist in the dissemination, administration, and monitoring of the Affirmative Action Plan.
 - 1. Linda Klee, Chief of the Criminal Division.
 - 2. Edwina Young, Director of the Family Support Division.
 - 3. Paul Principe, Chief of Superior Court.
 - 4. Paul Cummins, Chief of Municipal Court.

5. John Carbone, Chief of Special Operations.
6. Candy Heisler, Head of Rebooking.
7. Jerry Coleman, Chief of Misdemeanor Division.
8. Charlotte Martinez,
9. Cindy Lee, Chief of Juvenile Division.
10. John Majka, Chief Investigator.
11. Donna Medley, Director of the Victim Witness Unit.
12. Esta Soler, Director of the Domestic Violence Unit.
13. Terry Jackson, Training Officer.
14. Pat Jeong, Administrator of Support Services.

E. DUTIES OF KEY PERSONNEL LISTED ABOVE:

All personnel listed above are in key positions in the office. Most are in positions in which they participate in policy making and decisions enforcing policy on a daily basis. Also, most of the listed personnel participate in weekly staff meetings with the District Attorney during which policy is discussed regarding new policies, policy changes, and policy implementation. Since these employees participate in the entire policy process in the office, they are logical selection to enforce and promote the Affirmative Action Policy of this office. In addition, all of the listed employees participate in the hiring, promotion, discipline and termination processes of the office. A few of these positions have a rotating system attached to them, but in most cases, appointments are stable and of long tenure.

IV. UTILIZATION AND ANALYSIS

The following pages analyze Workforce composition in the District Attorney's Office at the total department level, at the occupational category level, and at the classification level, based on the census of 1980 availability figures.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>153</u>	<u>69%</u>			
<u>Black</u>	<u>23</u>	<u>11%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>11</u>	<u>5%</u>	<u>11.2%</u>	<u>-6.2%</u>	<u>YES</u>
<u>Asian</u>	<u>16</u>	<u>7%</u>	<u>15.3%</u>	<u>-8.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>14</u>	<u>6%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>1</u>	<u>2%</u>	<u>0.4%</u>		
<u>By Gender</u>					
<u>Male</u>	<u>114</u>	<u>52%</u>			
<u>Female</u>	<u>104</u>	<u>48%</u>	<u>45.2%</u>		
<u>Total</u>	<u>218</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is or greater/

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A: OFFICIALS/ADMINISTRATORS

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Availability</u>	<u>Variance</u>	<u>AA Goal?</u>
	<u>Number</u> <u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>7</u> <u>87%</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>YES</u>
<u>Hispanic</u>	<u>1</u> <u>13%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>6</u> <u>75%</u>			
<u>Female</u>	<u>2</u> <u>25%</u>	<u>45.2%</u>	<u>-20%</u>	<u>YES</u>
<u>Total</u>	<u>8</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

<u>8184 CHIEF ATTORNEY II</u>	<u>(1)</u>
<u>8183 ASST. CHIEF ATTORNEY II</u>	<u>(1)</u>
<u>8181 ASST. CHIEF ATTORNEY I</u>	<u>(3)</u>
<u>8148 CHIEF D.A. INVESTIGATOR</u>	<u>(1)</u>
<u>8150 CHIEF WELFARE FRAUD INVESTIGATOR</u>	<u>(1)</u>
<u>8171 LAW OFFICE MANAGER</u>	<u>(1)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B: PROFESSIONALS/ATTORNEYS

If by division, identify: D.A./GENERAL

By Race/Ethnicity	As of 6/30/91		*Availability	Variance (- only)	AA Goal Yes/No
	Number	Percent			
<u>White</u>	<u>78</u>	<u>81%</u>			
<u>Black</u>	<u>8</u>	<u>8%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>4</u>	<u>4%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>5</u>	<u>6%</u>	<u>2.6%</u>		
<u>Filipino</u>	<u>1</u>	<u>1%</u>	<u>0.9%</u>		
<u>Amer Indian</u>	<u>0</u>		<u>0.2%</u>	<u>- 0.2%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>63</u>	<u>66%</u>			
<u>Female</u>	<u>33</u>	<u>34%</u>	<u>20.8%</u>		
<u>Total</u>	<u>96</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>8182</u>	<u>HEAD ATTORNEY</u>	<u>(18)</u>
<u>8180</u>	<u>PRINCIPAL ATTORNEY</u>	<u>(31)</u>
<u>8178</u>	<u>SENIOR ATTORNEY</u>	<u>(21)</u>
<u>8176</u>	<u>TRIAL ATTORNEY</u>	<u>(26)</u>
<u>8174</u>	<u>ATTORNEY</u>	<u>(0)</u>

* 1980 S.F. LAWYER AVAILABILITY PERCENTAGES

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B: PROFESSIONALS/NOT ATTORNEYS

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>41</u> <u>78%</u>			
<u>Black</u>	<u>6</u> <u>12%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>12</u> <u>4%</u>	<u>11.2%</u>	<u>- 7.2%</u>	<u>YES</u>
<u>Asian</u>	<u>3</u> <u>6%</u>	<u>15.3%</u>	<u>- 9.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>0</u> <u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>YES</u>
<u>Amer Indian</u>	<u>0</u> <u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>33</u> <u>63.4%</u>			
<u>Female</u>	<u>19</u> <u>36.5%</u>	<u>45.2%</u>	<u>- 8.7%</u>	<u>YES</u>
<u>Total</u>	<u>52</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each.

<u>8149</u>	<u>ASST. CHIEF D.A. INVESTIGATOR</u>	<u>(1)</u>
<u>8147</u>	<u>SENIOR D.A. INVESTIGATOR</u>	<u>(16)</u>
<u>8146</u>	<u>D.A. INVESTIGATOR</u>	<u>(23)</u>
<u>8130</u>	<u>ADMINISTRATIVE ASSISTANT</u>	<u>(1)</u>
<u>1818</u>	<u>MANAGEMENT INFORMATION SPECIALIST</u>	<u>(0)</u>
<u>8454</u>	<u>CRIMINAL JUSTICE SPECIALIST III</u>	<u>(2)</u>
<u>8452</u>	<u>CRIMINAL JUSTICE SPECIALIST II</u>	<u>(8)</u>
<u>8450</u>	<u>CRIMINAL JUSTICE SPECIALIST I</u>	<u>(1)</u>
<u>8133</u>	<u>VICTIM WITNESS INVESTIGATOR III</u>	<u>(0)</u>
<u>8131</u>	<u>VICTIM WITNESS INVESTIGATOR II</u>	<u>(0)</u>
<u>8129</u>	<u>VICTIM WITNESS INVESTIGATOR I</u>	<u>(0)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C: TECHNICIANS

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u>	<u>AA Goal</u>
	<u>Number</u>	<u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>3</u>	<u>75%</u>			
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>1</u>	<u>25%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>		<u>.4%</u>	<u>- .4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>1</u>	<u>25%</u>			
<u>Female</u>	<u>3</u>	<u>75%</u>	<u>45.2%</u>		
<u>Total</u>	<u>4</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

8104 VICTIM WITNESS TECHNICIANS (4)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: E: PARAPROFESSIONALS

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>5</u>	<u>50%</u>			
<u>Black</u>	<u>1</u>	<u>10%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>2</u>	<u>20%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>2</u>	<u>20%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>.4%</u>	<u>- .4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>3</u>	<u>30%</u>			
<u>Female</u>	<u>7</u>	<u>70%</u>	<u>45.2%</u>		
<u>Total</u>	<u>10</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each.

<u>8132</u>	<u>ASSISTANT INVESTIGATORS</u>	<u>(9)</u>
<u>8173</u>	<u>LEGAL ASSISTANT</u>	<u>(1)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F: OFFICE CLERICAL

If by division, identify: D.A./GENERAL

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	17	35%			
Black	8	17%	9.9%		
Hispanic	2	4%	11.2%	-7.2%	YES
Asian	7	15.2%	15.3%	-0.1%	NO
Filipino	11	24%	5.4%		
Amer Indian	1	2%	0.4%		
By Gender					
Male	7	15%			
Female	39	85%	45.2%		
Total	46				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8108	SENIOR LEGAL PROCESS CLERK	(1)
1708	SENIOR TELEPHONE OPERATOR	(3)
1706	TELEPHONE OPERATOR	(1)
1461	LEGAL SECRETARY III	(1)
1460	LEGAL SECRETARY II	(5)
1458	LEGAL SECRETARY I	(22)
1446	SECRETARY II	(1)
1444	SECRETARY I	(1)
1426	SENIOR CLERK TYPIST	(6)
1424	CLERK TYPIST	(1)
1408	PRINCIPAL CLERK	(1)
1404	CLERK	(2)
1222	SENIOR PAYROLL/PRINCIPAL CLERK	(1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X: ELECTED/EXEMPT

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Availability</u>	<u>Variance</u>	<u>AA Goal</u>
	<u>Number</u> <u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>2</u> <u>100%</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>1</u>	<u>50%</u>		
<u>Female</u>	<u>1</u>	<u>50%</u>	<u>45.2%</u>	
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

<u>8198 DISTRICT ATTORNEY</u>	<u>(1)</u>
<u>1520 CONFIDENTIAL SECRETARY TO THE D.A.</u>	<u>(1)</u>

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8180 PRINCIPAL ATTORNEY

If by division, identify: D.A./GENERAL

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>24</u>	<u>75%</u>			
<u>Black</u>	<u>4</u>	<u>12.5%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>2</u>	<u>6.25%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>2</u>	<u>6.25%</u>	<u>2.6%</u>		
<u>Filipino</u>	<u>0</u>	<u>0</u>	<u>0.9%</u>	<u>-0.9%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO</u>
<u>Bv Gender</u>					
<u>Male</u>	<u>24</u>	<u>75%</u>			
<u>Female</u>	<u>8</u>	<u>25%</u>	<u>20.8%</u>		
<u>Total</u>	<u>32</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is " or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8178 SENIOR ATTORNEY

If by division, identify: D.A./GENERAL

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>17</u>	<u>80%</u>			
<u>Black</u>	<u>2</u>	<u>9%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>1</u>	<u>5.5%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>2.6%</u>	<u>- 2.6</u>	<u>YES</u>
<u>Filipino</u>	<u>1</u>	<u>5.5%</u>	<u>0.9%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.2%</u>	<u>- 0.2</u>	<u>NO</u>
<u>Bv Gender</u>					
<u>Male</u>	<u>8</u>	<u>38%</u>			
<u>Female</u>	<u>13</u>	<u>62%</u>	<u>20.8%</u>		
<u>Total</u>	<u>21</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1458 LEGAL SECRETARY I

If by division, identify: D.A./GENERAL

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>10</u>	<u>49%</u>			
<u>Black</u>	<u>4</u>	<u>19%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>1</u>	<u>4%</u>	<u>11.2%</u>	<u>- 7.2</u>	<u>YES</u>
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3</u>	<u>YES</u>
<u>Filipino</u>	<u>6</u>	<u>28%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>3</u>	<u>14%</u>			
<u>Female</u>	<u>18</u>	<u>86%</u>	<u>45.2%</u>		
<u>Total</u>	<u>21</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: F. OFFICE CLERICALS (46)

If by division, identify: D.A./GENERAL

Anticipated Vacancies: Number and description.

Affirmative Action Goals for June 30, 1993

<u>Target Group</u>	<u>Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
HISPANIC	2 -7.2%	1	3	6.2% (-5%)

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8178 SENIOR ATTORNEY (21)

If by division, identify: D.A./GENERAL

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic			
Asian -2.6%	0	0	-2.6%
Filipino			
Amer Indian -0.2%	0	0	-0.2%
Male			
Female			

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8146 D.A. INVESTIGATOR (23)

If by division, identify: D.A./GENERAL

Anticipated Vacancies: Number and description.

TWO

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic 1 -6.2%	1	2	8.6% (-2.6%)
Asian 0 -15.3%	0	0	-15.3%
Filipino 0 -5.4%	0	0	-5.4%
Amer Indian			
Male			

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1458: LEGAL SECRETARY I (22)

If by division, identify: D.A./GENERAL

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic 1 -7.2%	1	2	9.5% (-1.7%)
Asian 0 -15.3%	1	1	4.7% (-10.6%)
Filipino			
Amer Indian			
Male			
Female			

Goals may include accomplishments made since 7/1/91.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: D.A. FAMILY SUPPORT BUREAU

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
<u>White</u>	<u>40</u>	<u>41.24</u>			
<u>Black</u>	<u>12</u>	<u>12.4%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>12</u>	<u>12.4%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>15</u>	<u>15.5%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>18</u>	<u>18.6%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>		
<u>Bv Gender</u>					
<u>Male</u>	<u>42</u>				
<u>Female</u>	<u>55</u>	<u>56.7%</u>	<u>45.2%</u>		
<u>Total</u>	<u>97</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is " or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A: OFFICIALS/ADMINISTRATORS

If by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>2</u> <u>100%</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

B. Gender

<u>Male</u>	<u>1</u>	<u>50%</u>		
<u>Female</u>	<u>1</u>	<u>50%</u>	<u>45.2%</u>	
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each.

<u>8185</u>	<u>DIRECTOR, FAMILY SUPPORT BUREAU</u>	<u>(1)</u>
<u>8161</u>	<u>CHIEF, FAMILY SUPPORT INVESTIGATOR</u>	<u>(1)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C: TECHNICIAN

If by division, identify: D.A. FAMILY SUPPORT DIVISION

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
<u>White</u>	<u>0</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>1</u> <u>100%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

B. Gender

<u>Male</u>	<u>0</u>			
<u>Female</u>	<u>1</u> <u>100%</u>	<u>45.2%</u>		
<u>Total</u>	<u>1</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is or greater

Identify the largest classes in this category and number of positions in each

2905 ELIGIBILITY WORKER (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division

Category: E: PARAPROFESSIONALS

If by division, identify: D.A. FAMILY SUPPORT DIVISION

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>1</u>	<u>100%</u>			
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

Bv Gender

<u>Male</u>	<u>0</u>				
<u>Female</u>	<u>1</u>	<u>100%</u>	<u>45.2%</u>		

Total 1

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

8173 LEGAL ASSISTANT (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division

Category F: CLERICAL

1st by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA</u> <u>Yes</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>4</u>	<u>11.4%</u>			
<u>Black</u>	<u>3</u>	<u>8.6%</u>	<u>9.9%</u>	<u>- 1.3%</u>	<u>NO</u>
<u>Hispanic</u>	<u>5</u>	<u>14.3%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>10</u>	<u>28.5%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>13</u>	<u>37.1%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>9</u>	<u>25.7%</u>
<u>Female</u>	<u>26</u>	<u>74.2%</u>

Total 35

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is 1 or greater

Identify the largest classes in this category and number of positions in each

<u>1853</u>	<u>CONTROL CLERK, EDP</u>	<u>(1)</u>
<u>1634</u>	<u>PRINCIPAL ACCOUNT CLERK</u>	<u>(0)</u>
<u>1632</u>	<u>SENIOR ACCOUNT CLERK</u>	<u>(1)</u>
<u>1630</u>	<u>ACCOUNT CLERK</u>	<u>(3)</u>
<u>1458</u>	<u>LEGAL SECRETARY I</u>	<u>(0)</u>
<u>1426</u>	<u>SENIOR CLERK TYPIST</u>	<u>(20)</u>
<u>1424</u>	<u>CLERK TYPIST</u>	<u>(7)</u>
<u>1404</u>	<u>CLERK</u>	<u>(1)</u>
<u>1222</u>	<u>SENIOR PAYROLL/PERSONNEL CLERK</u>	<u>(1)</u>
<u>1708</u>	<u>SENIOR TELEPHONE OPERATOR</u>	<u>(1)</u>

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8158 FAMILY SUPPORT INVESTIGATOR II (28)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	14			
<u>Black</u>	5 17.8%	9.9%		
<u>Hispanic</u>	4 14.3%	11.2%		
<u>Asian</u>	2 7.1%	15.3%	-8.2%	YES
<u>Filipino</u>	3 10.7%	5.4%		
<u>Amer Indian</u>		0.4%	-0.4%	NO
<u>By Gender</u>				
<u>Male</u>	12 42.8%			
<u>Female</u>	16 57.2%	45.2%		
<u>Total</u>	28			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1426 SENIOR CLERK TYPIST (20)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	6				
<u>Black</u>	0		9.9%	-9.9%	YES
<u>Hispanic</u>	1	5%	11.2%	-6.2%	YES
<u>Asian</u>	3	15%	15.3%	-0.3%	NO
<u>Filipino</u>	10	50%	15.4%		
<u>Amer Indian</u>	0		0.4%	-0.4%	NO
<u>By Gender</u>					
<u>Male</u>	7	35%			
<u>Female</u>	13	65%	45.2%		
<u>Total</u>	20				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

1

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: B: PROFESSIONALS / NOT ATTORNEYS (53)

If by division, identify:

Anticipated Vacancies: Number and description.

8157 FAMILY SUPPORT INVESTIGATOR I (2)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black</u>	<u> </u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian 3 -10.3%</u>	<u>1</u>	<u>4</u>	<u>7.5% (-7.8%)</u>
<u>Filipino</u>	<u> </u>	<u> </u>	<u> </u>
<u>Amer. Indian -0.4%</u>	<u> </u>	<u> </u>	<u> </u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1426 SENIOR CLERK TYPIST (20)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>6</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>YES</u>
<u>Hispanic</u>	<u>1 5%</u>	<u>11.2%</u>	<u>-6.2%</u>	<u>YES</u>
<u>Asian</u>	<u>3 15%</u>	<u>15.3%</u>	<u>-0.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>10 50%</u>	<u>15.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>7 35%</u>			
<u>Female</u>	<u>13 65%</u>	<u>45.2%</u>		
<u>Total</u>	<u>20</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: B: PROFESSIONALS / NOT ATTORNEYS (53)

If by division, identify:

Anticipated Vacancies: Number and description.

8157 FAMILY SUPPORT INVESTIGATOR I (2)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black</u>	<u> </u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian 3 -10.3%</u>	<u>1</u>	<u>4</u>	<u>7.5% (-7.8%)</u>
<u>Filipino</u>	<u> </u>	<u> </u>	<u> </u>
<u>Amer. Indian -0.4%</u>	<u> </u>	<u> </u>	<u> </u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8158 FAMILY SUPPORT INVESTIGATOR II (28)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black</u>	<u> </u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian 2 -8.2%</u>	<u>1</u>	<u>3</u>	<u>10.7% (-4.6%)</u>
<u>Filipino</u>	<u> </u>	<u> </u>	<u> </u>
<u>Amer Indian</u>	<u> </u>	<u> </u>	<u> </u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1426 SENIOR CLERK TYPIST (20)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

Anticipated Vacancies: Number and description.

0

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>BLACK -9.9%</u>	<u>0</u>	<u>0</u>	<u>- 9.9%</u>
<u>HISPANIC -6.2%</u>	<u>0</u>	<u>0</u>	<u>- 6.2%</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1426 Senior Clerk Typist (20)

If by division, identify: DA Family Support Bureau

Anticipated Vacancies: Number and description.

X

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black -9.9%</u>	<u>0</u>	<u>0</u>	<u>-9.9%</u>
<u>Hispanic -6.2%</u>	<u>0</u>	<u>0</u>	<u>-6.2%</u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

Goals may include accomplishments made since 7/1/91.

Ne - No
get it
120

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: TOTAL DEPARTMENT

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>193</u>				
<u>Black</u>	<u>35</u>	<u>11.1%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>23</u>	<u>7.3%</u>	<u>11.2%</u>	<u>-3.9%</u>	<u>YES</u>
<u>Asian</u>	<u>31</u>	<u>9.8%</u>	<u>15.3%</u>	<u>-5.5%</u>	<u>YES</u>
<u>Filipino</u>	<u>32</u>	<u>10.1%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>1</u>	<u>.3%</u>	<u>0.4%</u>	<u>-.1%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>156</u>	<u>49.5%</u>			
<u>Female</u>	<u>159</u>	<u>50.5%</u>	<u>45.2%</u>		
<u>Total</u>	<u>315</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A: OFFICIALS/ADMINISTRATORS

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal Yes/No
<u>White</u>	<u>9</u>				
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>YES</u>
<u>Hispanic</u>	<u>1</u>	<u>10%</u>	<u>11.2%</u>	<u>-1.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>-5.4%</u>	<u>YES</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>B. Gender</u>					
<u>Male</u>	<u>7</u>	<u>70%</u>			
<u>Female</u>	<u>3</u>	<u>30%</u>	<u>45.2%</u>	<u>-15.2%</u>	<u>YES</u>
<u>Total</u>	<u>10</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is 1 or greater.

Identify the largest classes in this category and number of positions in each:

8181 ASSISTANT CHIEF ATTORNEY I (3)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B: PROFESSIONALS/ATTORNEYS

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>81</u>			
<u>Black</u>	<u>8 7.9%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>4 3.9%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>7 6.9%</u>	<u>2.6%</u>		
<u>Filipino</u>	<u>1 0.9%</u>	<u>0.9%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>67 66.4%</u>			
<u>Female</u>	<u>34 33.6%</u>	<u>20.8%</u>		
<u>Total</u>	<u>101</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

<u>8182</u>	<u>HEAD ATTORNEY</u>	<u>(18)</u>
<u>8180</u>	<u>PRINCIPAL ATTORNEY</u>	<u>(32)</u>
<u>8178</u>	<u>SENIOR ATTORNEY</u>	<u>(21)</u>
<u>8176</u>	<u>TRIAL ATTORNEY</u>	<u>(30)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B: PROFESSIONALS/NOT ATTORNEYS

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	70			
Black	15 14.2%	9.9%		
Hispanic	9 8.5%	11.2%	-2.7%	YES
Asian	6 5.7%	15.3%	-9.6%	YES
Filipino	4 3.8%	5.4%	-1.6%	YES
Amer Indian	0	0.4%		
By Gender				
Male	61 58.1%			
Female	44 41.9%	45.2%	-3.3%	YES
Total	105			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8147	SR. D.A. INVESTIGATOR	(16)
8146	D.A. INVESTIGATOR	(23)
8159	FAM. SUPP. INVESTIGATOR III	(10)
8158	FAM. SUPP. INVESTIGATOR II	(28)
8157	FAM. SUPP. INVESTIGATOR I	(8)
8452	CRIM. JUST. SPECIALIST II	(8)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C: TECHNICIAN

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>3</u>				
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>1</u>	<u>20%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>1</u>	<u>20%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>				
<u>By Gender</u>					
<u>Male</u>	<u>1</u>	<u>20%</u>			
<u>Female</u>	<u>4</u>	<u>80%</u>	<u>45.2%</u>		
<u>Total</u>	<u>5</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

8104 VICTIM WITNESS TECHNICIAN (4)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: E: PARAPROFESSIONALS

If by division identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
<u>White</u>	<u>6</u>				
<u>Black</u>	<u>1</u>	<u>9%</u>	<u>9.9%</u>	<u>-0.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>2</u>	<u>18.1%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>2</u>	<u>18.1%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>3</u>	<u>27.2%</u>			
<u>Female</u>	<u>8</u>	<u>72.7%</u>	<u>45.2%</u>		
<u>Total</u>	<u>11</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators, and b) variance multiplied by total, when rounded off is 1 or greater

Identify the largest classes in this category and number of positions in each

8132 ASSISTANT INVESTIGATORS (9)

8173 LEGAL ASSISTANT (2)

II Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F: CLERICAL

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u>	<u>AA Goal?</u>
	<u>Number</u>	<u>Percent</u>		<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>21</u>				
<u>Black</u>	<u>11</u>	<u>13.6%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>7</u>	<u>8.6%</u>	<u>11.2%</u>	<u>-2.6%</u>	<u>YES</u>
<u>Asian</u>	<u>17</u>	<u>20.9%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>24</u>	<u>29.6%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>1</u>	<u>1.2%</u>	<u>0.4%</u>		
<u>By Gender</u>					
<u>Male</u>	<u>16</u>	<u>19.8%</u>			
<u>Female</u>	<u>65</u>	<u>80.2%</u>	<u>45.2%</u>		
<u>Total</u>	<u>81</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators, and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1458</u>	<u>LEGAL SECRETARY I</u>	<u>(22)</u>
<u>1426</u>	<u>SENIOR CLERK TYPIST</u>	<u>(26)</u>
<u>1424</u>	<u>CLERK TYPIST</u>	<u>(8)</u>

II Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X: ELECTED/EXEMPT

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>2</u> <u>100%</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>- 9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>1</u> <u>50%</u>			
<u>Female</u>	<u>1</u> <u>50%</u>	<u>45.2%</u>		
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater

Identify the largest classes in this category and number of positions in each

8198 DISTRICT ATTORNEY (1)

1520 CONFIDENTIAL SECRETARY TO THE D.A. (1)

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8180 PRINCIPAL ATTORNEY

If by division, identify:

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>24</u>	<u>75%</u>			
<u>Black</u>	<u>4</u>	<u>12.5%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>2</u>	<u>6.7%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>2</u>	<u>6.7%</u>	<u>2.6%</u>		
<u>Filipino</u>	<u>0</u>	<u>0</u>	<u>0.9%</u>	<u>-0.9%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO</u>
<u>Bv Gender</u>					
<u>Male</u>	<u>24</u>	<u>75%</u>			
<u>Female</u>	<u>8</u>	<u>16%</u>	<u>20.8%</u>	<u>-4.8%</u>	<u>YES</u>
<u>Total</u>	<u>32</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8178 SENIOR ATTORNEY

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>17</u>	<u>80%</u>			
<u>Black</u>	<u>2</u>	<u>9%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>1</u>	<u>5.5%</u>	<u>2.8%</u>		
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>2.6%</u>	<u>- 2.6%</u>	<u>YES</u>
<u>Filipino</u>	<u>1</u>	<u>5.5%</u>	<u>0.9%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.2%</u>	<u>- 0.2%</u>	<u>NQ</u>
<u>By Gender</u>					
<u>Male</u>	<u>8</u>	<u>38%</u>			
<u>Female</u>	<u>13</u>	<u>62%</u>	<u>20.8%</u>		
<u>Total</u>	<u>21</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8176 TRIAL ATTORNEY

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>23</u>	<u>76.7%</u>			
<u>Black</u>	<u>2</u>	<u>6.7%</u>	<u>3.2%</u>		
<u>Hispanic</u>	<u>1</u>	<u>3.3%</u>	<u>2.8%</u>		<u>NO</u>
<u>Asian</u>	<u>4</u>	<u>13.3%</u>	<u>2.6%</u>		
<u>Filipino</u>	<u>0</u>	<u>0</u>	<u>0.9%</u>	<u>-0.9%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.2%</u>	<u>-0.2%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>20</u>	<u>66.6%</u>			
<u>Female</u>	<u>10</u>	<u>33.3%</u>	<u>20.8%</u>		
<u>Total</u>	<u>30</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8146 SENIOR INVESTIGATOR

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>20</u>	<u>86%</u>			
<u>Black</u>	<u>2</u>	<u>9%</u>	<u>9.2%</u>		
<u>Hispanic</u>	<u>1</u>	<u>5%</u>	<u>11.2%</u>	<u>- 6.2%</u>	<u>YES</u>
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>0</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4%</u>	<u>YES</u>
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>13</u>	<u>56%</u>			
<u>Female</u>	<u>10</u>	<u>44%</u>	<u>45.2%</u>		
<u>Total</u>	<u>23</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1458 LEGAL SECRETARY I

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>10</u>	<u>49%</u>			
<u>Black</u>	<u>4</u>	<u>19%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>1</u>	<u>4%</u>	<u>11.2%</u>	<u>- 7.2%</u>	<u>YES</u>
<u>Asian</u>	<u>0</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>YES</u>
<u>Filipino</u>	<u>6</u>	<u>28%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>3</u>	<u>14%</u>			
<u>Female</u>	<u>18</u>	<u>86%</u>	<u>45.2%</u>		
<u>Total</u>	<u>21</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8158 FAMILY SUPPORT INVESTIGATOR II (28)

If by division, identify: D.A. FAMILY SUPPORT BUREAU

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>14</u>			
<u>Black</u>	<u>5 17.8%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>4 14.3%</u>	<u>11.2%</u>		
<u>Asian</u>	<u>2 7.1%</u>	<u>15.3%</u>	<u>-8.2%</u>	<u>YES</u>
<u>Filipino</u>	<u>3 10.7%</u>	<u>5.4%</u>		
<u>Amer Indian</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>YES</u>
<u>By Gender</u>				
<u>Male</u>	<u>12 42.8%</u>			
<u>Female</u>	<u>16 57.2%</u>	<u>45.2%</u>		
<u>Total</u>	<u>28</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1426 SENIOR CLERK TYPIST (27)

If by division, identify:

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	7	25.9%			
<u>Black</u> 1	2	7.4%	9.9%	-2.5%	YES
<u>Hispanic</u>	1	3.7%	11.2%	-7.5%	YES
<u>Asian</u>	7	25.8%	15.3%		
<u>Filipino</u>	10	37.0%	5.4%		
<u>Amer Indian</u>	0		0.4%	-0.4%	NO
<u>Bv Gender</u>					
<u>Male</u>	8	29.6%			
<u>Female</u>	19	70.3%	45.2%		
<u>Total</u>	27				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: TOTAL DEPARTMENT (315)

Anticipated Vacancies: Number and description.

8176 TRIAL ATTORNEY (1)

8174 ATTORNEY (1)

8147 SR. INVESTIGATOR (1)

8146 D.A. INVESTIGATOR (2)

8150 CHIEF WELFARE FRAUD INVESTIGATOR (1)

8157 FAMILY SUPPORT INVESTIGATOR I (2)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
HISPANIC 23 -3.9%	12	34	10:8% -0.4%
ASIAN 21 -5.5%	6	37	11:7% -3.6%

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: OFFICIALS/ADMINISTRATORS (9)

If by division, identify: _____

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black -9.9%</u>	<u>0</u>	<u>0</u>	<u>-9.9%</u>
<u>Hispanic -10.2%</u>	<u>0</u>	<u>0</u>	<u>-10.2%</u>
<u>Asian -15.3%</u>	<u>0</u>	<u>0</u>	<u>-15.3%</u>
<u>Filipino -5.4%</u>	<u>0</u>	<u>0</u>	<u>-5.4%</u>
<u>Amer. Indian -0.4%</u>	<u>0</u>	<u>0</u>	<u>-0.4%</u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: B: PROFESSIONALS/NOT ATTORNEYS (105)

If by division, identify:

Anticipated Vacancies: Number and description.

8147 SR. D.A. INVESTIGATOR (2)

8146 D.A. INVESTIGATOR (2)

8157 FAMILY SUPPORT INVESTIGATOR I (2)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
HISPANIC 9 8.6%	2	11	10.4%
ASIAN 6 5.7%	1	7	6.6%
FILIPINO 0	0	0	
AMER. INDIAN 0	0	0	
FEMALE	X		

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: F: CLERICAL (81)

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>			<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>	
HISPANIC	7	-2.6%	1	8	9.8%	-1.3%

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8180 PRINCIPAL ATTORNEY (31)

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic			
Asian			
Filipino			
Amer Indian			
Male			
Female -4.8	?		

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8176 SENIOR ATTORNEY (21)

If by division, identify: _____

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black</u>	<u> </u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian -2.6%</u>	<u>0</u>	<u>0</u>	<u>-2.6%</u>
<u>Filipino</u>	<u> </u>	<u> </u>	<u> </u>
<u>Amer Indian -0.2%</u>	<u>0</u>	<u>0</u>	<u>-0.2%</u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8146 D.A. INVESTIGATOR (23)

If by division, identify:

Anticipated Vacancies: Number and description.

TWO

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic 1 -6.2%	1	2	8.6% (-2.6%)
Asian 0 -15.3%	0	0	-15.3%
Filipino 0 -5.4%	0	0	-5.4%
Amer Indian			
Male			
Female 10 -1.2%	1	11	47.8% (+2.6%)

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1458: LEGAL SECRETARY I (22)

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black			
Hispanic 1 -7.2%	1	2	9.5% (-1.7%)
Asian 0 -15.3%	1	1	4.7% (-10.6%)
Filipino			
Amer Indian			
Male			
Female			

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8158 FAMILY SUPPORT INVESTIGATOR II (28)

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>White</u>	<u> </u>	<u> </u>	<u> </u>
<u>Black</u>	<u> </u>	<u> </u>	<u> </u>
<u>Hispanic</u>	<u> </u>	<u> </u>	<u> </u>
<u>Asian 2 -8.2%</u>	<u>1</u>	<u>3</u>	<u>10.7% (-4.6%)</u>
<u>Filipino</u>	<u> </u>	<u> </u>	<u> </u>
<u>Amer Indian</u>	<u> </u>	<u> </u>	<u> </u>
<u>Male</u>	<u> </u>	<u> </u>	<u> </u>
<u>Female</u>	<u> </u>	<u> </u>	<u> </u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1426 SENIOR CLERK TYPIST (27)

If by division, identify:

Anticipated Vacancies: Number and description.

NONE

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
White			
Black 2 -2.5%	0	2	7.4% -2.5%
Hispanic 1 -7.5%	0	1	3.7% -7.5%
Asian			
Filipino			
Amer Indian			
Male			
Female			

Goals may include accomplishments made since 7/1/91.

V. NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

RELEVANT AREAS OF CONCERN

I. Recruitment: In the past, good relationships have existed between this office and groups outside this office in the community which represent ethnic minorities and women. Consequently, when exempt positions such as Attorney positions and Investigator positions have become available, a great amount of input has been solicited or voluntarily supplied to the office regarding minority and women candidates. Currently, Community Organizations and groups are being solicited for minority and women candidates for all vacant positions.

This year, the effort to solicit women and minority candidates for exempt positions will be codified in keeping with this Affirmative Action plan. There are currently fifty local Bar Associations in San Francisco. A list of these Bar Associations will be provided as requested by the Affirmative Action officer, Bridget Bane, and all fifty will be solicited for Affirmative Action candidates as openings occur. The same procedure will be followed with law schools in the area; and with other community groups.

As soon as complete lists of the above mentioned groups and schools have been formulated, the lists will be appended to this plan.

As an example, Appendix A is a list developed and used by the Victim Witness Assistance Program to notify various organizations when vacancies occur.

The office has participated in job fairs in the past and will make an added effort to do so in the future. Women and minorities are encouraged to be role models in the community. An example of this type of role modeling which can be extremely useful in achieving Affirmative Action goals is found in the person of Patricia Ector, Staff Attorney who has served as President of the National Black Prosecutors Association for the past two years, 1989 - 1992.

An example of a group which has been reached but which needs some added emphasis is the Disability Group. Representatives of this office are keenly aware of the potentials of this group and have participated in training regarding the Americans with Disabilities Act and Civil Service Rule 34.

2. Additionally, it should be noted that whenever vacancies occur in any division of the office, panel interviews are conducted by panels which are ethnic and gender represented or balanced whenever possible. Interviewers re trained through City training and/or staff trainings, meetings, and formal discussions to ask only legal and job related questions. Education and experience requirements are job related in every category. The department has not recently participated in Civil Service examination development, but has done so in the past. The desirability and feasibility of so participating in the future will be addressed and possibly reinstated.

3. Upward Mobility, job assignments, etc., clear procedures exist and are known by employees. A/A considerations are taken.

In the Support Staff and Investigator Job Tracks, all promotional opportunities are posted in the office and all applicants who apply are interviewed. In the Support Staff area, women and minorities are well represented at all levels. In the Investigative area, Affirmative Action Goals exist and there are currently two promotional positions open. Great attention is being paid to the Affirmative Action goals in the imminent filling of these positions. In the case of attorneys, middle level promotional opportunities are available on a rotational basis. In the current rotation, minority and women attorneys are well represented, and attention will continue to be focused to ensure this representation exists in future rotations. The office is also committed to Affirmative Action goals in the upper Management Attorney positions, but at this time the five highest level attorney positions in the office are occupied by one white woman and four white men. The situation exists partly because of a lower availability of minority and women candidates in the Attorney workforce than the general workforce in San Francisco. Gains by women and minorities in Attorney ranks are relatively recent, and the highest positions in the office are filled by attorneys of long tenure in the office.

4. Training in such areas as Sexual Harassment and the Americans with Disabilities Act have been recently provided on a mandatory basis to attorneys and on a voluntary basis to other employees. Such training are part of Continuing Legal Education for attorneys. Affirmative Action and Discrimination Prevention laws and rules are prominently and permanently posted. Employees of this office are informed as to how to file complaints of discrimination.

5. Salaries and benefits are competitive with other employers. Openings in this department are, for the most part, permanent.

6. Layoff, Termination, Disciplinary Action:

Supervisors in this office work closely with Civil Service and ERD Employees to insure that such actions are applied fairly and legally to all Civil Service Employees. Exempt employees are also supervised according to applicable Civil Service Rules and Regulations.

Management in this office has formulated office policy and procedures by way of office Memorandum and disseminated these policies and procedures to all staff.

One recent grievance by a support staff member was settled and one EEOC complaint by an attorney was upheld and is being appealed. No other formal complaints exist.

7. Resources:

At this time, because of budget restraints and continual budget crises, coupled with staff cuts, resources have been stretched to the limit in this office. Hopefully, in the future sufficient resources and time will allow the person assigned responsibility for Affirmative Action to carry out the responsibility adequately. Arlo Smith, the District Attorney, is committed to provide adequate resources and training to achieve the desired goals.

C. Efforts and Achievements in the past year
Hiring and Promotion since July 1, 1991

* Hiring by Gender and Ethnicity (Criminal Division)

	TOTAL	MALE	FEMALE
WHITE	8	3	5
BLACK	4	2	2
HISPANIC	6	1	5
ASIAN	2	0	2
FILIPINO	0	0	0
AMERICAN INDIAN	0	0	0

* Promotions since July 1, 1991

WHITE	12	9	3
BLACK	2	1	1
HISPANIC	2	0	2
ASIAN	2	0	2
FILIPINO	0	0	0
AMERICAN INDIAN	0	0	0

*See Appendix B for detailed list of all hires and promotions since July 1, 1991

VII AFFIRMATIVE ACTION PROGRAM

To achieve Affirmative Action goals, the department will:

1. Disseminate the Affirmative Action Plan to all supervisors and instruct supervisors to meet with all employees and discuss the Affirmative Action Plan.
2. Make the Affirmative Action Plan available to all employees.
3. Work with Civil Service and other City Agencies to assure the fulfillment of the Affirmative Action Policy in recruiting, hiring, promoting, etc.
4. Send notices to community groups, Bar Associations, etc., as relevant to positions which become vacant to solicit minority and women candidates.
5. Post notices of all vacancies and/or promotional opportunities or notify Civil Service of exceptions to this policy.
6. Conduct panel interviews for all vacancies, attempting in all cases to achieve ethnic and gender balance on such panels whenever possible.
7. Discuss legally permissible questions in such interviews with all staff who will participate and provide training when needed.
8. Establish target goals for hiring and promoting women and minorities and review these goals every six months.
9. Attempt to employ individuals under Rule 34.
10. Send representatives to all City trainings on sexual harassment, A/A, EEO, The Americans with Disabilities Act., etc., whenever possible.
11. Encourage participation in job fairs, school recruitments, etc., and send "role models" to participate whenever possible.
12. Offer training and counseling to minority and women employees when possible to prepare them for promotional opportunities, and encourage individuals to get training of their own which might equip them for promotional opportunities. Training has been offered and supplied to almost all clerical, secretarial, and other support staff in the use of Wang and Compaq computer hardware and software. New transcription equipment is about to be installed and secretarial staff will be trained in the system use. Training in various areas which may enhance job skills or potential which is offered by the City of San Francisco will be offered

to the staff whenever available. Strategies, suggestions, and information contained in a current publication of the San Francisco Commission on the Status of Women called "Successful Strategies for Alternative Work" will be disseminated to employees. In the Investigation Unit, training is offered to minority and women investigative staff to equip them for success and advancement through Peace Officer Training funds provided by the State of California. Women and minority Attorneys are encouraged to attend trainings offered by the California District Attorney's Association and other agencies. All Attorneys have been provided with an in-house training series developed in this office with no funding to allow them to earn the Continuing Legal Education credits required by the State of California at no cost to the Attorneys. This series of trainings is required for licensing purposes and allows Attorneys to enhance their skills for promotional opportunities.

13. Direct the Training Officer for the attorneys in the office to continue to provide training in sexual harassment, the Americans with Disabilities Act, and other tools relevant to A/A goals.
14. Progressive Discipline is utilized by supervisors whereby the number of violations and gravity of violations are taken into account as employees are progressively counseled, warned, written up, suspended, and/or terminated.
15. The grievance procedures of the Civil Service Commission (Rule 18) is utilized in the treatment of employee grievances. See Appendix G. In addition, in Sexual Harassment cases, a procedure is being developed in line with recommendations that appear in a publication of the California Women Lawyers. See Appendix F. This procedure will ensure that complainants have sufficient channels of complaint to allow them confidence in complaining of harassment by immediate and/or higher level supervisors. Reasonable confidentiality will be assured, and all other aspects particular to sexual harassment complaints will be carefully weighed and provided for. Currently, the committee working to develop these detailed procedures composed of the District Attorney, the Chief Assistant District Attorney, the Chief of the Criminal Division, the Chief of Rebooking, the Chief Investigator, and the Law Office Manager, who is the Affirmative Action Coordinator. In addition, three trainings are being planned for office personnel. One training is for line staff and will cover substance and procedure regarding sexual harassment. Two sexual harassment trainings will be required for Management staff: One will cover substance and procedure generally and one will be an in depth legal presentation regarding local, state, and federal law.

VIII Auditing and Reporting

This department will continue to maintain records on a monthly basis of workforce composition broken down into the ethnic and gender sub groups which are affected by this Affirmative Action plan. The office will report on such records and any other Affirmative Action matters as requested to the Mayor, the Board of Supervisors, the Human Rights Commission, and other regulatory agencies. The elected office will receive reports on a quarterly basis regarding Affirmative Action goals and statistics from the designated Affirmative Action Coordinator in the agency. The periodic reports will be reviewed by the appointing officer and discussed with and evaluated by the appointing officer and designated supervisors. Records of recruitment efforts, hires, promotions, disciplinary actions, and terminations will be maintained, as well as staff trainings.

IX Dissemination

This Affirmative Action plan will be communicated to all employees through supervisors listed in Section D. The plan will be available to all employees, employee organizations, and the general public through the designated Affirmative Action Coordinator.

X Appendices

- A. Workforce Composition Report
- B. AA Ordinance, Policies, Procedures, Fact Sheet
- C. List of Office Occupational Categories and Classifications
- D. Criminal Division hires since July 1, 1991
- E. List used by Victim Witness to send notice of position vacancies.

DISTRICT ATTORNEY
ETHNIC AND SEX COMPOSITION
JUNE 1991

APPENDIX A

DISTRICT ATTORNEY
GENERAL OFFICE

	WHITE		BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		PHILLIPINO		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
ATTORNEYS	59	21	4	5	3	3	2	4	0	0	0	1	68	34
INVESTIGATORS	28	11	4	3	0	2	0	1	0	0	0	1	32	18
CLERICAL	4	25	0	8	1	3	4	6	0	1	2	12	11	55
TOTAL/RACE ETHNIC COMPOSITION	91	57	8	16	4	8	6	11	0	1	2	14	111	107

TOTAL MINORITY

M	F	GRAND TOTAL
20	50	70

FAMILY SUPPORT BUREAU

* ATTORNEYS	2	1	0	0	0	0	3	0	0	0	0	0	5	1
INVESTIGATORS	14	14	2	7	3	4	3	1	0	0	3	1	25	27
**CLERICAL	5	4	1	2	2	3	2	6	0	0	2	12	12	27
TOTAL/RACE ETHNIC COMPOSITION	21	19	3	9	5	7	8	7	0	0	5	13	42	55

TOTAL MINORITY

M	F	GRAND TOTAL
21	36	57

TOTAL OFFICE

ATTORNEYS	61	22	4	5	3	3	5	4	0	0	0	1	73	35
INVESTIGATORS	42	25	6	10	3	6	3	2	0	0	3	2	57	45
CLERICAL	9	29	1	10	3	6	6	12	0	1	4	24	23	82
TOTAL/RACE ETHNIC COMPOSITION	112	76	11	25	9	15	14	18	0	1	7	27	153	162

TOTAL MINORITY

M	F	GRAND TOTAL
41	86	127

THIS CATEGORY INCLUDES COURT COMMISSIONER CLASSIFICATION
*THIS CATEGORY INCLUDES THE FOLLOWING FIVE POSITION CLASSIFICATIONS:
1652, 1840, 1823, 8173 AND 8185

DOCUMENT #0642a

**DISTRICT ATTORNEY
ETHNIC AND SEX COMPOSITION
DECEMBER 1992**

APPENDIX A

**DISTRICT ATTORNEY
GENERAL OFFICE**

	WHITE		BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		PHILLIPINO		TOT
	M	F	M	F	M	F	M	F	M	F	M	F	M
ATTORNEYS	56	21	3	5	3	4	2	5	0	0	0	1	66
INVESTIGATORS	27	12	4	2	0	3	0	3	0	0	0	2	31
CLERICAL	3	17	1	9	1	5	3	4	0	1	2	11	10
TOTAL/RACE ETHNIC COMPOSITION	88	50	8	16	4	12	5	12	0	1	2	14	107

TOTAL MINORITY

M	F	GRAND TOTAL
19	55	74

FAMILY SUPPORT BUREAU

* ATTORNEYS	2	3	0	1	0	0	2	0	0	0	0	0	4
INVESTIGATORS	19	21	4	10	4	8	3	3	0	0	3	2	33
**CLERICAL	3	4	2	2	2	2	2	7	0	0	2	11	11
TOTAL/RACE ETHNIC COMPOSITION	24	28	6	13	6	10	7	10	0	0	5	13	48

TOTAL MINORITY

M	F	GRAND TOTAL
24	46	70

TOTAL OFFICE

ATTORNEYS	60	24	3	6	3	4	4	5	0	0	0	1	70
INVESTIGATORS	46	33	8	12	4	11	3	6	0	0	3	4	64
CLERICAL	6	21	3	11	3	7	5	11	0	1	4	22	21
TOTAL/RACE ETHNIC COMPOSITION	112	78	14	29	10	22	12	22	0	1	7	27	155

TOTAL MINORITY

M	F	GRAND TOTAL
43	101	144

*THIS CATEGORY INCLUDES COURT COMMISSIONER CLASSIFICATION

**THIS CATEGORY INCLUDES THE FOLLOWING FIVE POSITION CLASSIFICATIONS:
1652, 1840, 1823, 8173 AND 8185

SEC. 16.9-24. PREPARATION AND IMPLEMENTATION OF OFFICE, BOARD AND DEPARTMENT AFFIRMATIVE ACTION PLANS IN COORDINATION WITH THE CIVIL SERVICE COMMISSION IN COMPLIANCE WITH RELEVANT FEDERAL, STATE AND LOCAL LAW AND GUIDELINES. Each board or commission, each elective officer in charge of an administrative office, the Controller, the Chief Administrative Officer, and each department head appointed by the Chief Administrative Officer shall be responsible for the preparation and implementation of an affirmative action plan in order to provide equal employment opportunities to all persons. Each such plan shall address

all employment-related subjects the control of which is vested by the Charter in the board, commission, officer, or department. Such subjects shall include, but not be limited to, the following:

- (a) Policy statements;
- (b) Designation of affirmative action responsibilities within the office, board or department, and establishment of a mechanism to evaluate the specific plan adopted;
- (c) Analysis of workforce utilization in each job category by race or national origin, sex, age and salary;
- (d) Specific affirmative action steps to be undertaken within stated timetables to ensure nondiscriminatory personnel relations to each race or national origin group and each sex, as determined by the availability of qualified representatives thereof in the community; and
- (e) The method of dissemination of the affirmative action plan.

All such plans shall be prepared in consultation with the Civil Service Commission and the Human Rights Commission in order to provide technical assistance and recommendations on effective steps to achieve equal employment opportunity. Prior to adoption, the Civil Service Commission and the Human Rights Commission shall also approve each affirmative action plan in cooperation with the City Attorney to ensure that compliance is made with all relevant Federal, State and local equal opportunity laws or regulations. Should the Civil Service Commission or Human Rights Commission find any such plan not in compliance with the above, it shall immediately so report to the Mayor's Office and Board of Supervisors. In the event that the Civil Service Commission and Human Rights Commission disagree, the matter shall be submitted to the Mayor's Office for resolution. All such plans shall, upon adoption, be filed with the Civil Service Commission and the Human Rights Commission for public or other inspection.

In order to facilitate the development of information necessary to the formulation of such plans, the Controller is directed to make appropriate data processing facilities available and to process annual workforce utilization plans as required by this section, the California Fair Employment Practices Commission, the Equal Employment Opportunity Commission, the Human Rights Commission or any other regulatory agency charged with reviews of nondiscrimination provisions of local, State or Federal law.

All such plans shall be periodically reviewed, amended and updated as appropriate on at least an annual basis. An annual report on the performance and progress of such plans shall be prepared and submitted to the Mayor and Board of Supervisors by the Civil Service Commission in cooperation with the Human Rights Commission by the first day of March of each year during the annual budget process. (Added Ord. 453-79; App. 9/12/79)

DISTRICT ATTORNEY
ETHNIC AND SEX COMPOSITION
DECEMBER 1992

APPENDIX A

DISTRICT ATTORNEY GENERAL OFFICE	WHITE		BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		PHILLIPINO		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
ATTORNEYS	58	21	3	5	3	4	2	5	0	0	0	1	66	36
INVESTIGATORS	27	12	4	2	0	3	0	3	0	0	0	2	31	22
CLERICAL	3	17	1	9	1	5	3	4	0	1	2	11	10	47
TOTAL/RACE ETHNIC COMPOSITION	88	50	8	16	4	12	5	12	0	1	2	14	107	105

TOTAL MINORITY

M	F	GRAND TOTAL
19	55	74

FAMILY SUPPORT BUREAU

* ATTORNEYS	2	3	0	1	0	0	2	0	0	0	0	0	4	4
INVESTIGATORS	19	21	4	10	4	8	3	3	0	0	3	2	33	44
**CLERICAL	3	4	2	2	2	2	2	7	0	0	2	11	11	2
TOTAL/RACE ETHNIC COMPOSITION	24	28	6	13	6	10	7	10	0	0	5	13	48	74

TOTAL MINORITY

M	F	GRAND TOTAL
24	46	70

TOTAL OFFICE

ATTORNEYS	60	24	3	6	3	4	4	5	0	0	0	1	70	40
INVESTIGATORS	46	33	8	12	4	11	3	6	0	0	3	4	64	66
CLERICAL	6	21	3	11	3	7	5	11	0	1	4	22	21	73
TOTAL/RACE ETHNIC COMPOSITION	112	78	14	29	10	22	12	22	0	1	7	27	155	179

TOTAL MINORITY

M	F	GRAND TOTAL
43	101	144

*THIS CATEGORY INCLUDES COURT COMMISSIONER CLASSIFICATION

**THIS CATEGORY INCLUDES THE FOLLOWING FIVE POSITION CLASSIFICATIONS:
1652, 1840, 1823, 8173 AND 8185

SEC. 16.9-24. PREPARATION AND IMPLEMENTATION OF OFFICE, BOARD AND DEPARTMENT AFFIRMATIVE ACTION PLANS IN COORDINATION WITH THE CIVIL SERVICE COMMISSION IN COMPLIANCE WITH RELEVANT FEDERAL, STATE AND LOCAL LAW AND GUIDELINES. Each board or commission, each elective officer in charge of an administrative office, the Controller, the Chief Administrative Officer, and each department head appointed by the Chief Administrative Officer shall be responsible for the preparation and implementation of an affirmative action plan in order to provide equal employment opportunities to all persons. Each such plan shall address

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- (a) Policy statements;
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- (c) Analysis of workforce utilization in each job category by race or national origin, sex, age and salary;
- (d) Specific affirmative action steps to be undertaken within stated timetables to ensure nondiscriminatory personnel relations to each race or national origin group and each sex, as determined by the availability of qualified representatives thereof in the community; and
- (e) The method of dissemination of the affirmative action plan.

All such plans shall be prepared in consultation with the Civil Service Commission and the Human Rights Commission in order to provide technical assistance and recommendations on effective steps to achieve equal employment opportunity. Prior to adoption, the Civil Service Commission and the Human Rights Commission shall also approve each affirmative action plan in cooperation with the City Attorney to ensure that compliance is made with all relevant Federal, State and local equal opportunity laws or regulations. Should the Civil Service Commission or Human Rights Commission find any such plan not in compliance with the above, it shall immediately so report to the Mayor's Office and Board of Supervisors. In the event that the Civil Service Commission and Human Rights Commission disagree, the matter shall be submitted to the Mayor's Office for resolution. All such plans shall, upon adoption, be filed with the Civil Service Commission and the Human Rights Commission for public or other inspection.

In order to facilitate the development of information necessary to the formulation of such plans, the Controller is directed to make appropriate data processing facilities available and to process annual workforce utilization plans as required by this section, the California Fair Employment Practices Commission, the Equal Employment Opportunity Commission, the Human Rights Commission or any other regulatory agency charged with reviews of nondiscrimination provisions of local, State or Federal law.

All such plans shall be periodically reviewed, amended and updated as appropriate on at least an annual basis. An annual report on the performance and progress of such plans shall be prepared and submitted to the Mayor and Board of Supervisors by the Civil Service Commission in cooperation with the Human Rights Commission by the first day of March of each year during the annual budget process. (Added Ord. 453-79; App. 9/12/79)



September 2, 1980
Reissued: May 12, 1988

MEMORANDUMAPPENDIX

To : All Appointing Officers
Departmental Personnel Officers
Employees and Employee Organization Representatives

From : John J. Walsh
General Manager, Personnel

SUBJECT : POLICY REGARDING THE USE OF SLURS BY CITY OFFICIALS AND EMPLOYEES

At its meeting of August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by City officials and employees:

"IT IS THE POLICY OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL TREATMENT AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME, AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMOTING ILL WILL AND RANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY CITY OFFICIALS OR EMPLOYEES WILL BE CONSIDERED BY COMMISSIONS, DEPARTMENTS, AGENCIES, BOARDS, OR APPOINTING AUTHORITIES AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID CITY OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF CITY EMPLOYEES."

It is requested that each commission, board and department adopt this policy and that it be widely disseminated to and rigorously enforced by every officer and employee of the City and County. Please notify the Civil Service Commission and the Human Rights Commission in writing of action taken to implement this policy and forward copies of commission or board resolutions and departmental orders or directives to both agencies.

CIVIL SERVICE COMMISSION

A handwritten signature in dark ink, appearing to read "John J. Walsh".

John J. Walsh
General Manager, Personnel



CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

APPENDIX EPURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC:EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.



APPENDIX E

CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

APPENDIX

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

APPENDIX 6

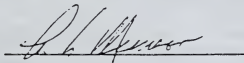
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

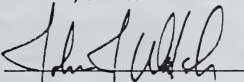
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

CIVIL SERVICE COMMISSION



A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel

5938C

[Sexual Harassment of City Employees]

SECTION 16.9-25. PROHIBITING SEXUAL HARASSMENT OF CITY EMPLOYEES; ESTABLISHING A COMPLAINT PROCEDURE; PROVIDING FOR REMEDIES FOR PERSONS WHO HAVE BEEN FOUND TO BE VICTIMS OF SEXUAL HARASSMENT INCLUDING THE SETTING ASIDE OF DISCIPLINARY ACTION AGAINST THESE PERSONS; REQUIRING THE IMPOSITION OF DISCIPLINARY ACTION AGAINST PERSONS VIOLATING THIS SECTION; REQUIRING DISTRIBUTION OF THE POLICY; INTERPRETATION.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances; when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purpose of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
- (2) retaliation against an employee or applicant for employment who complained of sexual harassment, or who testified on behalf of one who made a complaint, or who assisted or participated in any manner on behalf of a complainant in an investigation, proceeding or hearing conducted under this section

(d) A supervisory employee receiving a complaint of sexual harassment shall inform the department head of such complaint within three (3) working days. Upon receipt of such information the department head shall inform, in writing, the Equal Employment Opportunity Unit of Civil Service within five (5) working days. Within five (5) working days after receiving notice of a complaint, the Civil Service Commission shall report that complaint to the Commission on the Status of Women. The Civil Service Commission's reports to the Commission on the Status of Women shall not contain information identifying the parties involved in the events giving rise to the complaint, but shall include all other relevant details. The Civil Service Commission shall report the outcome of each complaint to the Commission on the Status of Women promptly after the complaint is resolved. The Civil Service Commission shall annually report to the Board of Supervisors, the Mayor, the Human Rights Commission and the Commission on the Status of Women the number of claims filed, the number of claims pending, the departments in which claims have been filed and such other information the Commission determines necessary regarding problems in enforcement under this section.

(e) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final and shall forthwith be enforced by every employee and appointing officer.

(f) During any hearing on a complaint of sexual harassment, evidence of the sexual conduct of the complainant offered to attack the credibility of the complainant shall be permitted only as provided in the Civil Service Commission Hearing Procedures and with the express approval of the Civil Service Hearing Panel.

(g) Upon a finding that a City official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall receive disciplinary action up to and including demotion or dismissal in accordance with the applicable provisions in the Charter. A statement of those findings, of the disciplinary action taken, and of any final determination of subsequent acts of sexual harassment shall be made a part of the employee's personnel file and shall be included in the employee's performance evaluation.

(h) Whenever a final determination is made that an action taken against a City employee, such as but not limited to, a reassignment, transfer, termination, disciplinary action or demotion, constitutes sexual harassment, the responsible appointing officer in the subject department shall set aside that action and provide a make-whole remedy to the complainant including but not limited to reinstatement of all benefits, seniority and back pay. After a final determination is made that sexual harassment did occur, the appointing officer in the subject department shall provide written notification of compliance with the requirements of this section to the General Manager, Personnel.

(i) Prevention is the best tool for the elimination of sexual harassment. All City and County commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof. Each appointing officer shall require his or her supervisory personnel to instruct all employees under their supervision of the contents of this ordinance and of the Civil Service procedures for filing a complaint for violation thereof, and shall adopt a specific departmental policy delineating that sexual harassment will not be tolerated and shall provide to or acquire for its supervisory personnel a training program designed to educate and thereby prevent sexual harassment.

(j) This policy shall be construed in a manner consistent with the right of free speech, association and privacy.

(k) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance upon request to any employee, applicant for employment, or City department whenever appropriate.

(l) Nothing in this Section is intended to limit the power of a department head to discipline a department employee found guilty or responsible for sexual harassment or retaliation.

(Amended by Ord. 213-86, App. 6/13/86; Ord. 271-89, App. 7/28/89).

1704C/3/06/91

HOW TO FILE A DISCRIMINATION COMPLAINTEqual Employment Opportunity Unit - Role and Purpose

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission investigates complaints of discrimination filed by City and County employees or applicants for employment. The authority to investigate such complaints stems from Section 3.661(c) of the San Francisco Charter and Section 1.03F of the Civil Service Rules.

The investigative role of the EEO Unit is that of an objective third party, representing neither the complainant (employee), nor the respondent (department).

Complaint ProcessBasis:

Discrimination complaints submitted for investigation must be based on one or more of the following: RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL HANDICAP, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR, MEDICAL CONDITION (cancer-related), or ACQUIRED IMMUNE DEFICIENCY (AIDS) or AIDS RELATED CONDITION (ARC).

Actions complained of may include the following: DENIAL OF EMPLOYMENT, TRAINING, PROMOTION, REASONABLE ACCOMMODATION (for PHYSICAL HANDICAP, RELIGION, AIDS, or ARC); TERMINATION, LAY-OFF, CONSTRUCTIVE DISCHARGE, DEMOTION, DISCIPLINARY ACTION, HARASSMENT, WORK ASSIGNMENT(S) and SEXUAL HARASSMENT.

Other issues, such as a disagreement regarding Department rules or regulations affecting working conditions, may be subject to review through the Employee Grievance procedure.

Filing:

A letter specifying in detail the basis of discrimination and the discriminatory action taken must be sent to:

Mr. Albert C. Walker
General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

Ideally, the letter of complaint should include the following information:

1. Name, address and daytime phone number.
2. The basis for complaint: i.e. race, religion, etc.
3. The discriminatory action: i.e., denial of employment, training, promotion or reasonable accommodation; termination; etc.
4. The date(s) the action(s) in question took place.
5. The City and County department and work unit accused of discrimination.
6. The names and classifications of the individuals accused of discrimination.
7. The names, classifications and daytime phone numbers of any witnesses to the alleged discriminatory action.
8. A detailed explanation of the sequence of events which you believe to be discriminatory.
9. The specific action you are seeking in order to correct the alleged discrimination.

If you are a current City and County employee, please also include your current Civil Service classification and status, the department where you are employed, and the length of time you have been employed with the City and County of San Francisco.

Filing Deadline:

Letters of complaint must be filed within 30 calendar days of the date the discriminatory action took place, or within 30 calendar days of the date the employee should have first become aware of the violation. Therefore, time is an important factor when filing a complaint with the Civil Service Commission.

Investigation:

Upon review of the letter of complaint by the General Manager, the complaint will be referred to the EEO Unit for investigation. The complaint will be assigned to an investigator. The investigator will then contact the person filing the complaint, either by mail or phone, to schedule an intake interview. Intake interviews afford the investigator an opportunity to clarify the issues involved and also allow the person filing the complaint an opportunity to present the complaint in more detail.

The investigation includes reviewing and obtaining copies of relevant documents such as personnel files, attendance reports and performance evaluations, interviewing co-workers and supervisors, and other actions considered necessary in order to obtain relevant information.

It is important to remember that the individual who brings forth the complaint is responsible for substantiating the charges. Therefore, it is necessary to cooperate with the investigator by providing any written material, names of individuals to interview, or any other information which would assist the investigation.

During the intake interview, the entire complaint process will be explained in more detail by the assigned investigator. Any questions regarding the process can be asked during the intake interview.

Civil Service Rule 1.03(f) Discrimination Complaints available in City Hall, Room 153.

FACT SHEETAPPENDIX B

RULE 34 PROGRAM

EXEMPT EMPLOYMENT OF INDIVIDUALS WHO ARE SEVERELY DISABLED

WHAT

The Rule 34 Program is the City's program for the exempt employment of individuals who are severely disabled. The Program defines an alternative process through which individuals with severe disabilities can join the City's permanent workforce without going through the Civil Service examination process.

"Rule 34" refers to Civil Service Commission Rule 34 which delineates the structure and spirit of this Program. The Rule 34 Program commenced in 1986 after a City-wide proposition was passed by the electorate in November of 1985. Since its inception, over 50 Rule 34 appointments have been made.

HOW IT WORKS*

- 1) A Departmental Appointing Officer designates an entry-level position to be filled by an exempt appointee under the terms of Rule 34.
- 2) The EEO Unit of the Civil Service Commission then works with the Department to develop a job announcement, conducts recruitment and forwards the applications of qualified individuals directly to the Department for review, interviews and appointment.
- 3) The individual appointed (Permanent Exempt appointee) serves a one-year evaluation period during which they are evaluated three times.
- 4) After one year of successful work performance, the appointee is then advanced to regular Civil Service status (PCS).
- 5) Throughout the Program the resources of the State Department of Rehabilitation and the EEO Unit will be available to ensure a mutually beneficial experience for both the appointee and department. Experts in the area of disabled employment can provide free individual counseling, departmental consultations, training, and assistance regarding reasonable accommodations.

*Although the program is designed around open-recruitment so Departments can review the breadth of qualified disabled applicants, Departments can work directly with community agencies to identify Rule 34 appointees. A few community agencies have actively advocated for specific Rule 34 designations with specific departments. We encourage Appointing Officers to be open to discussing creative options with them.

APPENDIX E**DEPARTMENT BENEFITS**

- 1) **Quality of Rule 34 Applicants**
Many Rule 34 applicants have years of work experience and training which usually exceed the minimum qualifications required for entry-level positions. These candidates bring with them an uncommon level of maturity, determination and desire for professional success.
- 2) **Departmental Flexibility**
After a Rule 34 designation is made, the Department can directly review and evaluate qualified applications, select those they wish to interview, and make a selection. If the department is not satisfied with the quantity or quality of applicants, the EEO Unit will re-open the recruitment and find more qualified applicants. [The department always has the option of removing a Rule 34 designation.]
- 2) **Speedy Process**
Most Rule 34 appointments are made very quickly because the sometimes-lengthy examination and certification process is not involved. EEO Unit staff prioritize Rule 34 appointments and personally follow and facilitate the process from designation to appointment to Permanent Civil Service status.
- 3) **One Year Evaluation Period**
The Department has a one-year period in which to evaluate the performance of the appointee. The Department maintains the right to release the Rule 34 appointee during this period.

BENEFITS TO THE APPOINTEE

The benefits for Rule 34 appointees are many. Most important, however, is that the program gives individuals with severe disabilities an opportunity to be productive members of our community and valuable contributors to the City's workforce.

"SEVERE DISABILITY"

The Rule 34 Program relies on the technical expertise of both the State Department of Rehabilitation and the Veteran's Administration for their designation and certification of individuals who meet the criteria for severely disabled.

The clinical definition of "severe disability" encompasses a wide range of conditions not usually included in the lay-person's definition of the term. "Severely disabled" includes individuals with a history of severe heart disease, epilepsy, cancer, speech impairments, physical disabilities, past emotional neurosis, recovering alcoholics, arthritis, etc.

FOR MORE INFORMATION ON THE RULE 34 PROGRAM, PLEASE CALL THE EEO UNIT AT 554-4736.

APPENDIX C

OCCUPATIONAL CATEGORIES AND CLASSICATIONS:

Categories are Grouped According to Civil Service Alphabet Designations.

I. D.A. - GENERAL PROSECUTION

A. Officials and Administrators

Class 8184 - Chief Attorney II (1)
Class 8183 - Asst. Chief Attorney II (1)
Class 8181 - Asst. Chief Attorney I (3)
Class 8148 - Chief D.A. Investigator (1)
Class 8150 - Chief Welfare Fraud Investigator (1)
Class 8171 - Law Office Manager (1)

B. Professionals

Class 8182 - Head Attorney (18)
Class 8180 - Principal Attorney (31)
Class 8178 - Senior Attorney (21)
Class 8176 - Trial Attorney (26)
Class 8174 - Attorney (0)
Class 8149 - Asst. Chief D.A. Investigator (1)
Class 8147 - Senior D.A. Investigator (16)
Class 8146 - D.A. Investigator (23)
Class 8130 - Administrative Asst., D.A. (1)
Class 1818 - Management Information Specialist (0)
Class 1650 - Accountant - Deleted
Class 8454 - Criminal Justice Specialist III (2)
Class 8452 - Criminal Justice Specialist II (8)
Class 8450 - Criminal Justice Specialist I (1)
Class 8133 - Victim Witness Investigator III (0)
Class 8131 - Victim Witness Investigator II (0)
Class 8129 - Victim Witness Investigator I (0)

C. Technicians

Class 8104 - Victim Witness Technician (4)

E. Paraprofessionals

Class 8173 - Legal Assistant (1)
Class 8132 - D.A. Investigative Assistant (9)

F. Office/Clerical

Class 8108 - Senior Legal Process Clerk (1)
Class 1708 - Senior Telephone Operator (3)
Class 1706 - Telephone Operator (1)
Class 1461 - Legal Secretary III (1)
Class 1460 - Legal Secretary II (5)
Class 1458 - Legal Secretary I (22)
Class 1446 - Secretary II (1)
Class 1444 - Secretary I (1)
Class 1426 - Senior Clerk Typist (20)
Class 1424 - Clerk Typist (1)
Class 1408 - Principal Clerk (1)
Class 1404 - Clerk (2)
Class 1222 - Senior Payroll/Personnel Clerk (1)

F. Elected/Exempt

Class 1520 - Confidential Secretary to D.A. (1)
Class 8198 - District Attorney (1)

2. D.A. - FAMILY SUPPORT BUREAU

A. Officials and Administrators

Class 8185 - Director, Family Support Bureau (1)
Class 8161 - Chief, Family Support Investigator (1)

B. Professionals

Class 8180 - Principal Attorney (1)
Class 8176 - Trial Attorney (4)
Class 8174 - Attorney (0)
Class 8160 - Asst. Chief, Family Support Investigator (2)
Class 8159 - Family Support Investigator III (10)
Class 8158 - Family Support Investigator II (28)
Class 8157 - Family Support Investigator I (8)
Class 1840 - Junior Management Assistant (1)
Class 1823 - Senior Administrative Analyst (1)
Class 1821 - Management Information Systems Manager (1)
Class 1652 - Senior Accountant (1)
Class 1650 - Accountant (1)

C. Technicians

Class 2905 - Eligibility Worker (1)

E. Paraprofessionals

Class 8173 - Legal Assistant (1)

F. Office/Clerical

Class 1853 - Control Clerk, Edp (1)

Class 1634 - Principal Account Clerk (0)

Class 1632 - Senior Account Clerk (1)

Class 1630 - Account Clerk (3)

Class 1458 - Legal Secretary I (0)

Class 1426 - Senior Clerk Typist (16)

Class 1424 - Clerk Typist (7)

Class 1404 - Clerk (1)

Class 1222 - Senior Payroll/Personnel Clerk (1)

APPENDIX D

NEW HIRES FROM 7/1/91 TO PRESENT

I. General Office

<u>POSITION</u>	<u>DATE OF HIRE</u>	<u>GENDER & ETHNICITY</u>
8104 - VIC. WIT. TECHNICIAN	07/11/91	F-W
8146 - D.A. INVESTIGATOR.	07/22/91	F-H
8174 - TRIAL ATTORNEY	08/02/91	F-W
8176 - TRIAL ATTORNEY	08/05/91	M-W
8176 - TRIAL ATTORNEY	08/14/91	M-H
8176 - TRIAL ATTORNEY	08/12/91	F-W
8176 - TRIAL ATTORNEY	09/09/91	F-H
8174 - TRIAL ATTORNEY	09/16/91	F-W
8104 - VIC. WIT. TECHNICIAN	09/30/91	F-H
8104 - VIC. WIT. TECHNICIAN	10/07/91	F-B
8104 - VIC. WIT. TECHNICIAN	10/07/91	M-B
8174 - TRIAL ATTORNEY	10/07/91	F-A
8176 - TRIAL ATTORNEY	10/15/91	M-W
1426 - SR. CLERK TYPIST	10/21/91	F-A
1458 - LEGAL SECRETARY I	10/21/91	F-W
1458 - LEGAL SECRETARY I	10/21/91	F-H
8158 - LEGAL SECRERTARY I	08/08/92	F-W
8146 - INVESTIGATOR	09/29/92	M-B
8129 - VIC. WIT. INVESTIGATOR I	11/30/92	F-H
8108 - SR. LEGAL PROCESS CLERK	11/30/92	F-B

PROMOTIONS FROM 6/1/91 TO PRESENT (ATTORNEYS)

<u>CLASS</u>	<u>DATE PROMOTED</u>	<u>GENDER & ETHNICITY</u>
8180-8182	8/5/91	M-W
8178-8180	9/30/91	F-W
8178-8180	9/30/91	M-W
8178-8180	9/30/91	M-W
8178-8180	9/30/91	M-W
8176-8178	9/30/91	F-W
8176-8178	9/30/91	M-W
8176-8178	9/30/91	F-W
8176-8178	9/30/91	M-W
8176-8178	9/30/91	M-W
8176-8178	3/16/92	F-H
8182-8181	6/9/92	M-W
8180-8182	7/7/92	M-W
8180-8182	7/7/92	F-H
8180-8182	1/14/92	M-B
8176-8178	3/16/92	F-A
8180-8182	9/92	F-A
8180 - 8180	10/92	F-B

APPENDIX E

Notification of all recent vacancies in the Victim Witness Bureau were sent to the following:

Alameda County District Attorney
Victim Witness Center
1401 Lakeside Dr., Suite 802
Oakland, California 94612

Contra Costa County Probation
Victim Witness Center
2525 Stanwell Dr., Suite 300
Concord, California 94520

Contra Costa County Probation
Victim Witness Center
100 38th Street, Room 125
Richmond, California 94805

San Mateo County Probation
Victim Witness Center
2317 Broadway, Suite 140
Redwood City, California 94063

San Mateo County Probation
Victim Witness Center
1024 Mission Road
South San Francisco, California 94080

Santa Clara County
Victim Witness Center
777 North First Street Mezzanine
San Jose, California 95112

San Francisco Youth Guidance Center
Victim Witness Center
375 Woodside Ave., Room 134
San Francisco, California 94127

City College of San Francisco
Placement Office
15 Phelan Avenue
San Francisco, CA 94112

City College of San Francisco
Asian Students Union
15 Phelan Avenue
San Francisco, California 94112

City College of San Francisco
Black Students Union
15 Phelan Avenue
San Francisco, California 94112

San Francisco State University
Placement Office
1600 Holloway Avenue
San Francisco, California 94132

San Francisco State University
Asian Students Union
1600 Holloway Avenue
San Francisco, California 94132

San Francisco State University
Black Students Union
1600 Holloway Avenue
San Francisco, California 94132

San Francisco State University
La Raza Students Union
1600 Holloway Avenue
San Francisco, CA 94132

City College of San Francisco
La Raza Students Union
15 Phelan Avenue
San Francisco, CA 94112

University of San Francisco
Placement Office
2130 Fulton Street
San Francisco, California 94117

University of San Francisco
Asian Students Union
2130 Fulton Street
San Francisco, California 94117

University of San Francisco
Black Students Union
2130 Fulton Street
San Francisco, California 94117

University of San Francisco
La Raza Students Union
2130 Fulton Street
San Francisco, California 94117

Employment Development Department
Placement Division
745 Franklin Street
San Francisco, California 94102

Ella Hill Hutch Community Center
Placement Division
1050 McAllister Street
San Francisco, California 94115

Booker T. Washington Community Center
Placement Division
800 Presidio Avenue
San Francisco, California 94115

Southeast Community College Center
Placement Office
1200 Phelps Street
San Francisco, California 94124

Visitation Valley Community Center
Placement Division
50 Raymond Avenue
San Francisco, California 94134

Cameron House
Placement Office
920 Sacramento Street
San Francisco, California 94108

Chinatown Resource Center
Placement Division
1525 Grant Avenue
San Francisco, California 94108

Chinese For Affirmative Action
17 Walter Lum Place
Placement Division
San Francisco, California 94108

Chinese Hospital
Placement Division
845 Jackson Street
San Francisco, California 94133

Community College Center
Placement Division
940 Filbert Street
San Francisco, California 94133

Employment Development Department
Placement Division
777 Stockton Avenue #104
San Francisco, California 94108

Wu Yee Referral Center
777 Stockton Street #202
Placement Division
San Francisco, California 94108

Rosalie House
1745 Folsom Street
San Francisco, California 94103

La Raza Information Center
2588 Mission Street
San Francisco, California 94110

La Raza Centro Legal
2519 Mission Street
San Francisco, California 94110

Commission on the Status of Women
1170 Market Street, 6th Floor
San Francisco, California 94112

In determining whether a sexually harassing environment has been created, the standard to be applied is the victim's perspective, as long as that perspective is reasonable for a similarly situated person in the victim's circumstances. For example, the perspective of a "reasonable woman" should be applied when the victim is a woman.

It is no defense to a claim of sexual harassment that the alleged harasser did not intend to harass.

Objectives of Sexual Harassment Policies

An effective sexual harassment policy is one that:

1. focuses on prevention;
2. provides procedures for implementation, including a comprehensive educational and training program for all employees, including top management;
3. encourages victims of sexual harassment to report the behavior by guaranteeing them protection against retaliation;
4. ensures a commitment on the part of management to take prompt and effective disciplinary action against anyone who violates the policy;
5. includes multiple access points to the grievance process; and
6. ensures reasonable confidentiality.

Criteria for an Effective Sexual Harassment Policy

Sexual harassment policies should generally include the following essential elements:

1. A written sexual harassment policy statement, widely and effectively disseminated, that includes:
 - a. an unequivocal statement that sexual harassment will not be tolerated by anyone, including but not limited to employees, coworkers, supervisory or management personnel, clients, customers, and independent contractors
 - b. a statement that any management employee who believes sexual harassment may be occurring is required to report the conduct to the appropriate human resources or other management employee;
 - c. a definition of sexual harassment that includes specific examples of prohibited behavior. For example:

SEXUAL HARASSMENT GUIDELINES
PAGE THREE

- Verbal: sexual innuendoes, suggestive or insulting comments or sounds, jokes or teasing, sexual nature, sexual propositions or threats, continuing to express personal interest after being informed the interest is unwelcome
- Visual: sexually suggestive objects, pictures, letters; leering, whistling, or other gestures;
- Physical: unwanted physical contact, including touching, pinching, brushing the body, impeding movement, sexual intercourse or assault.

2. Procedures for implementation, including an educational training program on the company's sexual harassment policies ongoing, regular basis for all levels of employees.
3. A complaint procedure that includes the following:
 - a. the option of reporting any perceived sexual harassment to employee's supervisor, other management person, or resources representative;
 - b. measures to ensure reasonable confidentiality about charge;
 - c. measures to ensure protection for the complainant or participants in the complaint investigation from retaliation;
 - d. informing the complainant of her/his legal rights when complaint of sexual harassment is made;
 - e. a prompt, thorough, and impartial investigation of complaint;
 - f. informing the complainant of the results of the investigation and any disciplinary action taken;
 - g. appropriate disciplinary measures against any employee who violates the sexual harassment policy or retaliates against employee who reports perceived sexual harassment, up to and including termination;
 - h. follow-up procedures to be sure subsequent acts of harassment or retaliation are not occurring.
4. Procedures for preventing and acting against known or suspected harassment whether or not a complaint has been filed.

APPENDIX G

RULE 18

EMPLOYEE RELATIONS - GRIEVANCE PROCEDURE

Section 18.01. PROGRAM SCOPE AND PRINCIPLES

These rules and regulations are promulgated in order to improve employer-employee relations and are designed to permit any employee and/or the employee's representative as herein provided, a procedural method by which any grievance, as defined in Section 18.02, may be resolved in an expeditious and orderly manner.

Section 18.02. DEFINITIONS

A. A grievance shall be any dispute concerning the interpretation or application of the provisions of a memorandum of understanding, or in the absence of a memorandum of understanding, a dispute concerning department rules and regulations governing personnel practices or working conditions. The written grievance must state the circumstances on which the grievant claims to be aggrieved and the redress the grievant seeks. Grievances shall be considered only on matters within the power of the appointing officer to act.

EXCLUSIONS: Civil Service

1. No grievance shall be considered on position classification, examination or other civil service matters where Charter authority or Civil Service Commission Rules provide a different appellate process.
2. No grievance shall be considered on disciplinary actions where a different appellate process is provided for under the Charter.
3. No grievance shall be considered on items subject to the meet and confer process where the ordinance provides a different appellate process.
4. No grievance shall be considered on performance evaluation. Under Section VII of the evaluation instruction form, if an employee can document that there was no factual basis for the evaluation, or there was bias, or proper procedures were not followed, the employee may present a written statement with documentation indicating the section or factor of the evaluation being questioned. The statement will be attached to the evaluation form and will be available for review and action if warranted.

B. Employee: Any City and County employee in the service, regardless of status.

C. Immediate Supervisor: The individual who immediately assigns, reviews or directs the work of an employee.

D. Intermediate Supervisor: Next highest supervisor to be based on the organizational pattern of the department as determined by the appointing officer.

E. Appointing Authority: The head of the department having the lawful power to make appointments or to remove persons from positions in the City and County service.

F. Representative: A labor or employee organization and/or individual who appears at the request of and on behalf of the employee(s).

G. Witness: Any persons who the grievant wishes to appear to assist the employee in establishing the facts of the grievance. The number of witnesses providing substantially the same information may be limited by the supervisor or appointing officer.

Section 18.03. GRIEVANCE PROCEDURE

A. General Provisions

1. Appointing officers shall prepare reasonable rules or regulations concerning employee representatives' contacts with employees on City facilities during working hours. Such rules or regulations shall be written in such a manner as not to hinder or impair the implementation of the grievance procedure as provided by this rule.

2. The steps in the procedure set forth herein shall be followed unless it is agreed by the appropriate supervisor and the grievant that the grievance should be started at Step 3 or Step 4. In large departments made up of divisions, bureaus, sections or institutions, the additional intermediate supervisor shall be included regularly as part of the procedural steps.

The appointing officer and the grievant may agree that in any particular case, one additional intermediate supervisor should be added to the procedural steps listed below.

3. If the supervisor or appointing officer fails to respond within the required time limits, the grievant may then present the grievance in writing to the next higher step. If the grievant fails to present the grievance to the next higher step within the required time limits, then the grievance will be considered to be resolved.

4. The time limits set forth in this grievance procedure may be extended by mutual agreement of the appointing officer and the grievant.

B. Step 1 - Immediate Supervisor (Oral)

1. The employee and/or representative if requested by the employee shall explain, orally, the grievance to the employee's immediate supervisor, if the grievance starts at Step 1.

2. The supervisor shall reach a decision and communicate it orally to the employee and/or representative within five (5) working days of being told of the grievance.

C. Step 2 - Immediate Supervisor

1. If the employee is not satisfied with the decision rendered, the employee and/or representative shall submit the grievance in writing within five (5) working days to the immediate supervisor on the employee grievance form.

2. The immediate supervisor shall notify the employee and/or representative in writing on the employee grievance form of the decision and the reasons within five (5) working days from the date of presentation of the grievance.

D. Step 3 - Intermediate Supervisor

1. If the grievance is not resolved at Step 2, the employee and/or representative shall use the employee grievance form to submit the grievance in writing to the employee's intermediate supervisor as defined in Section II of the employee grievance form. A grievance will be considered to be resolved unless the grievance is filed with the intermediate supervisor not later than five (5) working days after the date the decision was returned to the employee by the immediate supervisor.

2. After review and discussion with all involved parties, the intermediate supervisor shall use the employee grievance form to notify the employee of the decision and the reasons. This form shall be returned to the employee within five (5) working days of receipt of the grievance.

E. Step 4 - Appointing Officer

1. If the grievance is not resolved at Step 3, the employee and/or representative shall use the same employee grievance form to submit the grievance to the appointing officer within five (5) working days after the date of notification of the decision by the intermediate supervisor.

2. After review and discussion with all involved parties, the appointing officer shall use the grievance form to notify the employee of the decision and the reasons. This form shall be returned to the employee within ten (10) working days of receipt of the grievance.

F. Step 5 - Arbitration Process

1. If the grievance is not resolved at Step 4 and the employee requests final and binding arbitration, the employee and/or representative shall submit the same employee grievance form to the appointing officer within five (5) working days of the receipt of the appointing officer's decision. The employee and/or representative shall be entitled to decide whether the American Arbitration Association or the California State Conciliation Service will administer the arbitration and shall notify the appointing officer of the employee's decision as part of the written request for arbitration. If the employee does not so indicate preference, the appointing officer shall decide which agency will administer the arbitration. The appointing officer shall then initiate arbitration by contacting either the American Arbitration Association or the California State Conciliation Service, whichever is selected as above, within ten (10) working days from the date the employee requests arbitration. If the appointing officer does not initiate arbitration as indicated above, the employee may do so within seven (7) additional working days.

2. If the appointing officer requests arbitration, the appointing officer shall initiate arbitration by contacting the American Arbitration association or the California State Conciliation Service and shall give notice to the other party or parties.

3. The arbitrator shall be an impartial person selected from either the American Arbitration Association or the California State Conciliation Service, the agency to be determined as indicated above. The agency shall provide both parties to the grievance with an identical list of five (5) names. If both parties to the grievance cannot agree on an arbitrator from the list provided, within seven (7) days from receipt of the list, they shall have five (5) additional days to strike names alternately from the list until only one name is left. The cost of arbitration shall be equally shared by the employee and the department.

4. The arbitrator's decision cannot supersede Charter provisions, Civil Service Commission Rules, ordinances, memoranda of understanding, the Administrative Code, financial and budgetary appropriations and such other rules and regulations.

DEPARTMENT OF ELECTRICITY AND TELECOMMUNICATIONS

AFFIRMATIVE ACTION PLAN

INTRODUCTION

The Department of Electricity, under the direction of H. Daniel McFarland, General Manager, is divided into four (4) divisions and performs the following functions:

Public Safety Division installs and maintains the overhead and underground fire alarm and police communication systems and operates the Fire Alarm Command and Control System for SFFD. The Division also maintains the Mayor's Emergency Telecommunications System (METS) in addition to installing cable wiring for telecommunications and data. This division is primarily staffed by 7338 Electrical Line Workers and 7308 Cable Splicers.

Radio Division designs, provides, installs and maintains radio communication systems and associated facilities for various departments, divisions, and services of the City and County of San Francisco. This division is primarily staffed by 7368 Sr. Radio Technicians and 7367 Radio Technicians who require a special FCC general radio license.

Telecommunications Division designs, installs and maintains the voice telecommunications systems and ancillary type services for the City and County of San Francisco. The division is primarily staffed by 9744 Telecommunications Analysts.

Administration Division maintains and is responsible for payrolls, time rolls, recording costs and revenues, and has responsibility for cost controls of labor, material, services and equipment. This division is primarily staffed by 1650 Accountants.

The Department of Electricity is budgeted for permanent as well as temporary positions.

I. POLICY STATEMENT

It is the policy of the Department of Electricity that the Department is committed to equal opportunity and affirmative action in all employment decisions, affords equal opportunity for employment to all individuals regardless of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, or sexual orientation. The Department's personnel practices consistent with Federal, State, and local laws and guidelines governing fair employment. Further, there shall be no sexual harassment, no racial slurs and no AIDS/HIV discrimination. The Department will allow language diversity, make reasonable accommodation for persons with disabilities, encourage the use of Rule 34, encourage minority business and provide information on the filing of discrimination complaints.

II. DESIGNATION OF RESPONSIBILITY

The General Manager of the Department of Electricity, H. Daniel McFarland shall be responsible for coordination of the Affirmative Action Plan. In turn, Mr. McFarland has assigned the following Division Managers to assume responsibility for day-to-day implementation of the Affirmative Action Plan within their respective areas: Administration - Clair Gimblin; Public Safety - Jack Donohoe and Joe DeRouen; Radio - Larry Garde; and Telecommunications - Carl Ruiz.

III. UTILIZATION ANALYSIS (See Attached Status Tables)

Overall, the Department of Electricity has 63 employees and is composed of cable splicers, electrical line workers, fire dispatchers, electronic control technicians, accountants, telecommunication analysts, radio technicians and various other diverse positions. As of June 30, 1991, Hispanics, Blacks and gender-female were represented at less than the general labor market availability. Asians and Filipinos are represented more than the general labor market availability. See Appendix 1.

Since June 30, 1991, one male Filipino has been promoted to Manager of the Radio Division. One white female has been promoted to a 7368 Sr. Radio Technician management position. Three black males have been hired since June 30, 1991, one Hispanic male was hired as the Telecommunications Division Manager and one female Hispanic has been hired as the Executive Secretary to the General Manager.

IV. CAUSES OF UNDER UTILIZATION

The Department is basically a craft and technical-worker Department. There is a very limited number of women in the labor pool from which this Department would normally draw. During 1991, only 3 positions were filled, which included a Black female, a Hispanic male, and a Rule 34 White male. The Department is a technically oriented organization which requires in some instances special requirements, such as, federal communications licensing. In the past the department has been male dominated.

V. GOALS

The goal of the Department is to have a work force which is reflective of the San Francisco labor force. Previously the attrition rate in the Department has not been more than one or two employees per year; however, there were 10 retirements from permanent positions resulting from Proposition A. DET will make a concerted effort to recruit and hire female employees where possible. See Appendix 2 for specific goals.

VI. AFFIRMATIVE ACTION PROGRAMS

This Department follows the Affirmative Action Plan when hiring qualified people from an established list provided by the Civil Service Commission. A list does not provide information as to race, sex, origin, etc., but when interviews are held in regard to hiring and applicants are equally qualified, guidelines set down in the Affirmative Action Plan will be followed.

DET notifies all employees of all Affirmative Action policies and hiring guidelines. DET makes a concerted effort to notify all outreach groups and other minority lead organizations to notify them of any and all positions open in the Department. DET also notifies any present employees of open positions. DET is also in the process of notifying and educating all employees on how to become upward mobile. This includes discussing educational opportunities and specific training courses required to advance within the Civil Service system.

There are no areas within the Department where bilingual qualifications are necessary or needed. The Department has hired a person identified as having disabilities in our City Hall Office in 1991.

When there are vacancies in classifications for which there is no Civil Service list, the Department will follow the guidelines outlined in John Walsh's letter of 10/18/91 to make non-Civil Service appointments.

The Department will work cooperatively with Civil Service to be sure that job requirements and examinations accurately reflect position functions.

AUDIT AND REPORTING

Update records will be kept by the Administrative Section by race, sex, classification, status and salary for all employees. This data will be submitted to Civil Service and Human Rights Commission.

DISSEMINATION

Information regarding Affirmative Action will be transmitted to all employees within the Department of Electricity. Meetings and discussions will be scheduled periodically to update policy.

APPENDICES

- Appendix 1
 - I. Total Department/Division Composition and Utilization
 - II. Composition and Utilization by Occupational Category
- Appendix 2
 - I. Affirmative Action Goals by Total Department
 - II. Affirmative Action Goals by Occupational Category

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>38</u>	<u>(60.3%)</u>			
<u>Black</u>	<u>4</u>	<u>(6.3%)</u>	<u>9.9%</u>	<u>-3.6%</u>	<u>YES</u>
<u>Hispanic</u>	<u>4</u>	<u>(6.3%)</u>	<u>11.2%</u>	<u>-4.9%</u>	<u>YES</u>
<u>Asian</u>	<u>10</u>	<u>(15.9%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>6</u>	<u>(9.5%)</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>1</u>	<u>(1.6%)</u>	<u>0.4%</u>		
<u>By Gender</u>					
<u>Male</u>	<u>52</u>	<u>(82.5%)</u>			
<u>Female</u>	<u>11</u>	<u>(17.5%)</u>	<u>45.2%</u>	<u>-27.7%</u>	<u>YES</u>
<u>Total</u>	<u>63</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Officials & Administrators

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>2 (100.0%)</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>2 (100.0%)</u>			
<u>Female</u>	<u>0</u>	<u>45.2%</u>	<u>-45.2%</u>	<u>YES</u>
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1150 GENERAL MANAGER, DEPT. OF ELECTRICITY

7130 ELECTRICAL MAINTENANCE & CONSTRUCTION SUPERINTENDENT DELETED AS A
RESULT OF PROPOSITION A.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: PROFESSIONALS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>5</u>	<u>(41.7%)</u>			
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>1</u>	<u>(8.3%)</u>	<u>11.2%</u>	<u>-2.9%</u>	<u>NO</u>
<u>Asian</u>	<u>2</u>	<u>(16.7%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>3</u>	<u>(25.0%)</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>1</u>	<u>(8.3%)</u>	<u>0.4%</u>		
<u>By Gender</u>					
<u>Male</u>	<u>7</u>	<u>(58.3%)</u>			
<u>Female</u>	<u>5</u>	<u>(41.7%)</u>	<u>45.2%</u>	<u>-3.5%</u>	<u>NO</u>
<u>Total</u>	<u>12</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1650 ACCOUNTANT (2)

9744 STAFF ASST., SPECIAL PROJECTS (3)

9748 STAFF ASST., SPECIAL PROJECTS (2)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: TECHNICIANS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>	<u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>13</u>	<u>(68.4%)</u>				
<u>Black</u>	<u>1</u>	<u>(5.3%)</u>				<u>NO</u>
<u>Hispanic</u>	<u>0</u>	<u>(0.0%)</u>				<u>NO</u>
<u>Asian</u>	<u>4</u>	<u>(21.1%)</u>				<u>NO</u>
<u>Filipino</u>	<u>1</u>	<u>(5.3%)</u>				<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>(0.0%)</u>				<u>NO</u>
<u>By Gender</u>						
<u>Male</u>	<u>18</u>	<u>(94.7%)</u>				
<u>Female</u>	<u>1</u>	<u>(5.3%)</u>				<u>NO</u>
<u>Total</u>	<u>19</u>					

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

7367 RADIO TECHNICIANS (13)

7368 SR. RADIO TECHNICIANS (2)

7366 ELECTRONIC CONTROL SYSTEMS TECHNICIANS (4)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: OFFICE & CLERICAL WORKERS

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>6</u> <u>(50.0%)</u>			
<u>Black</u>	<u>2</u> <u>(16.7%)</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>0</u> <u>(0.0%)</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>NO</u>
<u>Asian</u>	<u>2</u> <u>(16.7%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>2</u> <u>(16.7%)</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u> <u>(0.0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>				
<u>Male</u>	<u>7</u> <u>(58.3%)</u>			
<u>Female</u>	<u>5</u> <u>(41.7%)</u>	<u>45.2%</u>	<u>-3.5%</u>	<u>NO</u>
<u>Total</u>	<u>12</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8234 FIRE ALARM DISPATCHER (6)

1426

1452

1632

1706

1708

1855

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: SKILLED CRAFT WORKERS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>12</u> <u>(75.0%)</u>			
<u>Black</u>	<u>1</u> <u>(6.3%)</u>	<u>9.9%</u>	<u>-3.6%</u>	<u>NO</u>
<u>Hispanic</u>	<u>1</u> <u>(6.3%)</u>	<u>11.2%</u>	<u>-4.9%</u>	<u>NO</u>
<u>Asian</u>	<u>2</u> <u>(12.5%)</u>	<u>15.3%</u>	<u>-2.8%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>

By Gender

<u>Male</u>	<u>16</u> <u>(100.0%)</u>			
<u>Female</u>	<u>0</u> <u>(0.0%)</u>	<u>6.9%</u>	<u>-6.9%</u>	<u>NO</u>
<u>Total</u>	<u>16</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

7338 ELECTRICIAN LINE WORKER (8)

7308 CABLE SPLICER (3)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: SERVICE & MAINTENANCE WORKERS

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	<u>0</u>				
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>NO</u>
<u>Hispanic</u>	<u>2</u>	<u>(100.0%)</u>	<u>11.2%</u>		
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>NO</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>-5.4%</u>	<u>NO</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>NO</u>
<u>By Gender</u>					
<u>Male</u>	<u>2</u>	<u>(100.0%)</u>			
<u>Female</u>	<u>0</u>		<u>45.2%</u>	<u>-45.2%</u>	<u>NO</u>
<u>Total</u>	<u>2</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

2708 CUSTODIAN (1)

7215 GENERAL LABOROR SUPERVISOR I (1)

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: DEPT. OF ELECTRICITY

Anticipated Vacancies: Number and description.

(4) 7308 CABLE SPLICERS

(1) 9746 NETWORK ENGINEER

(1) 1652 ACCOUNTANT

(1) 9740 BILLING ANALYST

(1) 7368 SR. RADIO TECHNICIAN

(1) 7367 RADIO TECHNICIAN

(1) 9750 STAFF ASSISTANT IX, SPECIAL PROJECT

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
BLACK (-2)	3	7	11.1%
HISPANIC (-3)	2	6	9.5%
WOMEN (-17)	2	13	20.6%

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: OFFICIALS & ADMINISTRATORS

If by division, identify: _____

Anticipated Vacancies: Number and description.

No vacancies expected as 7131 - Electrical Maintenance & Construction

Superintendent position eliminated as a result of Proposition A.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Women (-1)	0	0	

Goals may include accomplishments made since 7/1/91.

HUMAN RIGHTS CODE

JUVENILE PROBATION

LAW LIBRARY

FINE ARTS MUSEUM

FLIRE

HEALTH SERVICE SYSTEM

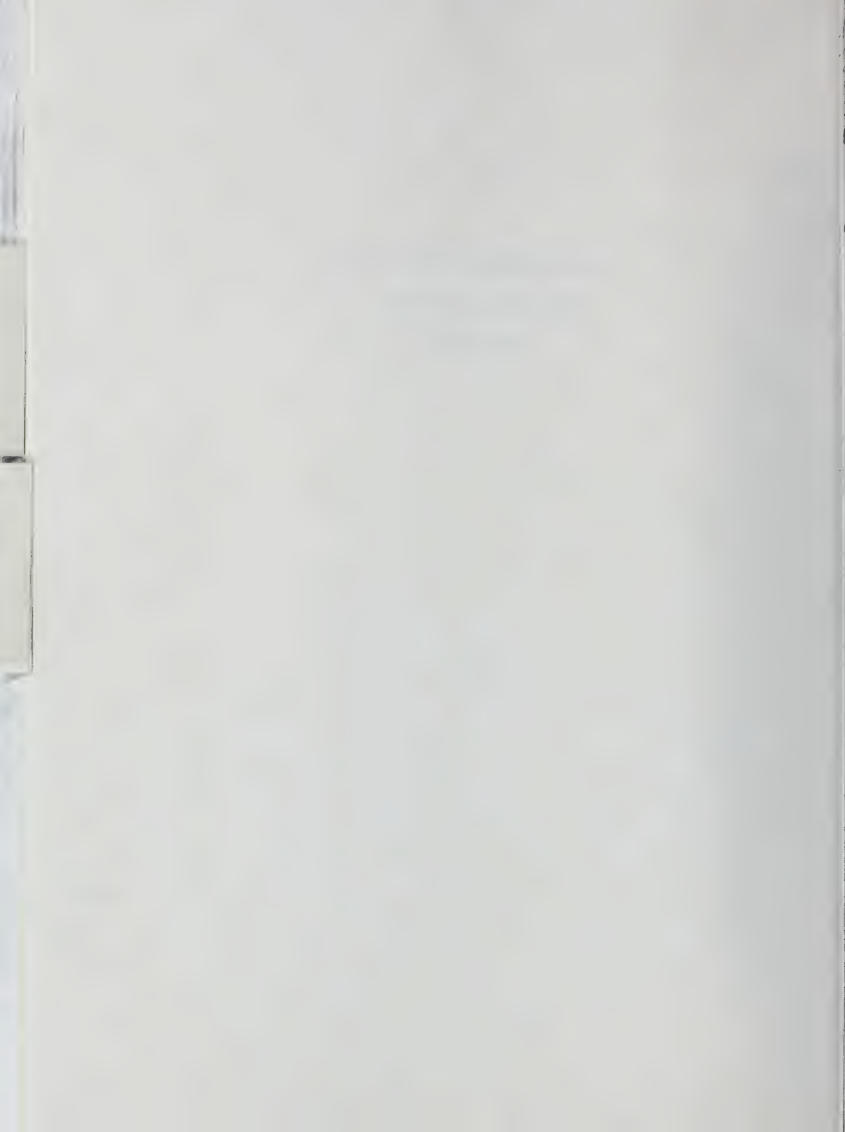


Fine Arts Museums of San Francisco

Affirmative Action Plan

January, 1993

HUMAN RIGHTS
JUVENILE PROBATION
FIRE
HEALTH SERVICE SYSTEM



Fine Arts Museums of San Francisco

Affirmative Action Plan

January, 1993

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EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Statement by the department head, department's commission or board president, or other chief executive communicating the department's and the chief executive's personal commitment to equal employment opportunity and affirmative action. Statement must enumerate all protected groups covered by equal employment opportunity, all employment practices under the authority of the department, and applicable laws, policies, and regulations. Statement is signed by executive.

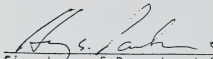
It is the policy of the City and County of San Francisco and The Fine Arts Museums of San Francisco to afford Equal Employment Opportunity to all persons based on merit and fitness without regard to race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, or medical condition. Discrimination also is prohibited on the basis of Acquired Immune Deficiency Syndrome (AIDS), Aids-Related Conditions (ARC), and Human Immunodeficiency Virus Infection (HIV).

This policy of nondiscrimination applies to all aspects of the employment relationship, including but not limited to compensation, benefits, recruitment, testing, hiring, promotion, temporary appointments, training, assignment, layoff, transfer, benefits, working conditions, and termination. Employment actions shall be based solely on a person's individual merit and ability without consideration of factors unrelated to job performance. In order to address the effects of past discrimination and inequalities, managers and supervisors shall take appropriate actions as provided by this plan to promote affirmative action.

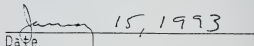
To promote this policy, a positive, continuing program is necessary to achieve equitable representation and distribution of minorities and women for all job levels throughout the staff from all aspects of the community.

Furthermore, The FAMSF is committed to a strong Affirmative Action Plan, to identify and remove barriers to employment to members of all groups and to increase the use of the skills and talents of minorities and women.

It is also the policy of The FAM to comply with the intent of federal, and state equal employment opportunity laws and guidelines, as well as with applicable affirmative action requirements of various funding sources, compliance agencies, consent decrees, and court orders. It is the policy of The FAM, a City and County of San Francisco city department, to comply and adhere to the Equal Employment and Affirmative Action Policy of the City and County of San Francisco.



Signature of Department Executive



Date

The Fine Arts Museums of San Francisco

AFFIRMATIVE ACTION PLAN

1/15/93

I. Policy Statement and Purpose of the Plan

It is the policy of the City and County of San Francisco and The Fine Arts Museums of San Francisco (FAMSF) to afford Equal Employment Opportunity to all persons based on merit and fitness without regard to race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, or medical condition. Discrimination also is prohibited on the basis of Acquired Immune Deficiency Syndrome (AIDS), Aids-Related Conditions (ARC), and Human Immunodeficiency Virus Infection (HIV).

This policy of nondiscrimination applies to all aspects of the employment relationship, including but not limited to compensation, benefits, recruitment, testing, hiring, promotion, temporary appointments, training, assignment, layoff, transfer, benefits, working conditions, and termination. Employment actions shall be based solely on a person's individual merit and ability without consideration of factors unrelated to job performance. In order to address the effects of past inequalities, managers and supervisors shall take appropriate actions as provided by this plan to promote affirmative action.

To promote this policy, a positive, continuing program is necessary to achieve equitable

representation and distribution of minorities and women for all job levels throughout the staff.

Furthermore, The Fine Arts Museums of San Francisco (FAMSF) is committed to a strong Affirmative Action Plan, to identify and remove barriers to employment to members of all groups and to increase the use of the skills and talents of minorities and women.

It is also the policy of the FAMSF to comply with the intent of federal, and state equal employment opportunity laws and guidelines, as well as with applicable affirmative action requirements of various funding sources, compliance agencies, consent decrees, and court orders. It is the policy of the FAMSF, a City and County of San Francisco city department, to comply and adhere to the Equal Employment and Affirmative Action Policy of the City and County of San Francisco.

II. General Narrative Description of the Museum, Its Mission, Organization, Services, etc.

The Fine Arts Museums of San Francisco (FAMSF) consists of the M.H. de Young Memorial Museum, located in Golden Gate Park, and the California Palace of the Legion of Honor, located in Lincoln Park. The Museums collect, preserve, and exhibit works of art, and provide educational programs to the public.

The Board of Trustees of the FAMSF holds responsibility for the operation of the Museums under the Charter of the City and County of San Francisco. Appointed by the Board of Trustees, the Director of Museums is the chief executive officer. Reporting to the Director of Museums are an Associate Director/Chief Curator, and Deputy Directors for Administration, and Development. All the Museums' employees report either directly or indirectly to the Director of Museums.

Currently, one-third of the FAMSF operating budget is supported by the City and Country of San Francisco and admission proceeds; the remaining two-thirds is generated from private sources. The largest of the Museums' private fund-raising organizations are the Corporation of The Fine Arts Museums (COFAM), and The Museum Society, the membership arm of the FAMSF. Contributions are also received by the FAMSF Foundation for the operating fund endowment, and art acquisitions.

III. Designation of Affirmative Action Responsibility

The Director of Museums will have primary responsibility for implementing the Equal Employment Opportunity/Affirmative Action (EEO/AA) policy and plan. It is the responsibility of all FAMSF department heads and supervisors to carry out the equal employment opportunity and affirmative action policy. All employees are responsible for ensuring that the FAMSF maintains a discrimination-free work environment.

A. The Director of Museums shall be responsible for the overall administration of the (EEO/AA) policy and plan, which includes:

1. Designation of an Affirmative Action Coordinator for the department;
2. Establishment of annual employment goals;
3. Dissemination of departmental directives to managers in regard to the department's commitment and implementation of the EEO/AA policy and plan;
4. Evaluation of the Affirmative Action Coordinator, division and department heads, and supervisors with regard to their affirmative action efforts, progress, and success in undertaking and achieving affirmative action steps and goals. This evaluation will be part of the manager's personnel file;
5. Ensuring that policy decisions of the Museums are guided by the EEO/AA policy and program including reduction in force and restructuring;
6. Reporting on the Museums' affirmative action progress to the FAMSF Board of Trustees, the Mayor, and the Board of Supervisors;
7. Annually reporting to the Civil Service Commission and the Human Rights Commission.

B. Affirmative Action Coordinator

The Director of Museums has designated the Director of Human Resources to serve as the Affirmative Action Coordinator and the Co-Chair of the Affirmative Action Committee will serve as the Assistant Coordinator.

The Affirmative Action Coordinator's responsibilities shall include:

1. Reporting on hiring goals, statistics, workforce analysis, and problems in the EEO/AA plan directly and semi-annually to the Director of Museums;
2. Developing and implementing a written EEO/AA policy and plan in consultation with the Director of Museums and the Museums Affirmative Action Committee, including annual updates, internal and external dissemination and communication procedures; assisting department heads and supervisors in collecting and analyzing employment data, identifying problem areas, planning and undertaking recruitment efforts; setting goals and timetables, and developing and administering programs to achieve goals;
3. Implementing and monitoring internal audit and reporting system to measure program effectiveness;

4. Serving as liaison between departmental staff, the Civil Service Commission, the Human Rights Commission, and minority and Women's Organizations.

It shall be the responsibility of the managers of all departments to carry out the intent and requirements of the EEO/Affirmative Action Plan and to work to achieve the EEO/AA goals set forth by this document. All employees will be responsible for ensuring that the FAMSF maintains a discrimination-free work environment.

IV. Review of Affirmative Action Efforts and Accomplishments to Date

1. Developed Affirmative Action job listing mailing list.
2. Established an Affirmative Action Committee made up from management and non-management staff to rewrite the EEO/AA plan, and to address any AA issues in the Museums.
3. Determine that an AA budget for the Committee would be necessary to pay for workshops, consultants, etc.
4. Created department of Audience Development and hired staff to complete goals of this department.
5. Developed minority internships.
6. Created Museum Ambassador Program.
7. The museum has made significant improvements over the past five years in promoting women and minorities to upper management professional categories.

8. The museums Board of Trustees has been diversified by increasing the number of minorities in the past five years.

V. Workforce Utilization Analysis

In FY 1990-91, 79 of the Museums' 171 employees are on City payroll. The remaining 92 are on private payroll. Because the FAMSF operates as a single entity under the Board of Trustees, the Museums' affirmative action plan covers all employees, whether they happen to be on the public or private payrolls.

1. Workforce Analysis Charts: **All Private/City Employees Combined as of 6/30/91:**

<u>By Race/Ethnicity</u>	<u>Number</u>	<u>Percent</u>
White	117	68.42%
Black	19	11.11%
Hispanic	5	2.92%
Asian	18	10.53%
Filipino	12	7.02%
American Indian	0	0

By Gender

Male	119	69.60%
Female	52	30.40%
<u>Total</u>	171	100.00%

City Payroll as of 6/30/91:

<u>By Race/Ethnicity</u>	<u>Number</u>	<u>Percent</u>
White	42	53.16%
Black	16	20.25%
Hispanic	2	2.53%
Asian	9	11.40%
Filipino	10	12.66%
American Indian	0	0
<u>Total</u>	79	100%

By Gender

Male	58	73.42%
Female	21	26.58%
<u>Total</u>	79	100%

COFAM Payroll as of 6/30/91:

<u>By Race/Ethnicity</u>	<u>Number</u>	<u>Percentage</u>
White	75	81.52%
Black	3	3.26%
Hispanic	3	3.26%
Asian	9	9.79%
Filipino	2	2.17%
American Indian	0	0
<u>Total</u>	92	100%

By Gender

Male	61	66.30%
Female	31	33.70%
<u>Total</u>	92	100%

2. Workforce Narrative Summary

a. Department Utilization Analysis

The FAMSF total department composition and utilization as of June 30, 1991 (as shown in Exhibit A) closely compares to the San Francisco Labor Market, 1980 U.S. Census in most race/ethnicity categories except for Hispanic, Asian and American Indian categories. However, total department composition and utilization as to gender shows an underutilization of females as compared to San Francisco Labor Statistics.

The FAMSF workforce composition by occupational category as of June 30, 1991 is as follows:

All Private/All City Employees Combined:

<u>Occupational Category</u>	<u>No. of Employees</u>	<u>% of Total</u>
Officials and Administrators	14	8.20%
Professionals	40	23.39%
Technicians	3	1.75%
Protective Services	51	29.66%

Affirmative Action Plan (Cont'd.)

Page 10

Office/Clerical	37	21.64%
Sales Workers	3	2.00%
Skilled Craft	16	9.36%
Service/Maintenance	7	4.00%
<u>Total</u>	171	100.00%

Consistent with the mandated functions and responsibilities of the department, the FAMSF's workforce composition consists largely of employees in protective services, professionals, and office/clerical categories. The historical overutilization of males in the protective services category helps to explain part of the underutilization of females in the museums overall workforce composition.

Since 1990, the FAMSF has had success working toward its departmental goals to increase and promote utilization of Hispanics and Asians and female employees in its workforce.

2. Analyses of Composition and Utilization by Occupational Category

a. Officials and Administrators

There are a total of 14 employees in this category. Due to the small number of employees as well as the extremely low rate of employee turnover, it is difficult to accurately analyze this category's workforce

composition as it relates to the San Francisco Labor Market or to set and target specific affirmative action goals. Nevertheless, the FAMSF is committed to its affirmative action programs with respect to all employment issues.

b. Professionals

There are a total of 40 employees in this category. As a major art museum in the United States, the FAMSF are frequently in the position of recruiting nationally to obtain candidates with the education, skills and experience for any administrative and professional positions. Some of these positions are civil service jobs, others are funded privately. They are generally curators, deputy directors, and other specialists in the field of museum work.

Nearly all of these positions require a bachelor's degree from an accredited college or university, plus varying degrees of advanced training and museum experience. As summarized in Appendix B, the percentage of women with the necessary background for these jobs is high; the percentage of minorities is low. Nevertheless, the FAMSF's is committed to its affirmative action program with respect to all employment issues.

c. Protective Services

There are a total of 51 employees in this category. Current utilization of

minorities in this category exceeds San Francisco Labor Market statistics for race/ethnicity. Minority representation in this category has historically been greater than that in other categories. As indicated in Appendix B female representation is to be a primary affirmative action effort towards achieving this goal.

The FAMSF continues its efforts to increase female representation in its protective services category, which have long been "non traditional" for women. During the last two years, female representation in this category has increased significantly.

d. Office/Clerical

There are a total of 37 positions in this category. Current utilization of minorities in this category exceeds San Francisco Labor Market statistics except for two categories (Blacks and Hispanics). Therefore, as an affirmative goal, the museums will make every effort to increase minority representation within this occupational category.

VI. Affirmative Action Goals and Timetables

It is the goal of the FAMSF to employ a workforce which is reflective of San Francisco's labor force, as demonstrated in the most recent United States census. The FAMSF goals are not rigid "quotas", they are flexible objectives in employment and should be realistically set so that they will be attainable through affirmative good faith

efforts.

To achieve equal employment opportunity, the FAMSF must develop specific result-oriented goals and objectives in recruitment/hiring/training/promotions in all areas of its operation.

Efforts to achieve these goals shall be a shared responsibility of all FAMSF management and shall be listed as measurable criteria on annual evaluations by the Director of all Division/Department Heads.

Specifically, the Director, the Affirmative Action Coordinator, and the Department Heads shall coordinate department information and determine where under-representation exists within the department and establish appropriate department goals which will be updated annually. All goals and the specific efforts made to implement them will be reviewed by Affirmative Action Committee.

VII. Affirmative Action Programs

It is the policy of the Fine Arts Museums to develop and implement affirmative action programs and steps on a continuing basis.

1. Recruitment

Accurate projections of job openings for each fiscal year will be developed to plan

recruitment, selection, and placement activities well in advance of the need to do so. Department Heads and Line Supervisors directly involved in the hiring decision shall be evaluated on their success in implementing Affirmative Action in their departments and offices. Entrance job openings and promotion opportunities will take into consideration EEO/AA policy and program.

In outreach recruitment, the Museums will identify minority and women's organizations as recruitment resources that specialize in skills needed by the Museums. Contacts with community colleges, universities, other museums, and cultural organizations will be maintained and expanded. The Museums will continue to list job openings in appropriate trade journals and seek out community-oriented and minority media as appropriate to advertise job openings. Because racial and gender imbalance are discernible in upper management and curatorial positions, these job openings will be recruited from many sources. To determine the make-up of applicants for job openings, an Affirmative Action Questionnaire will be sent to all applicants. The data compiled from the Questionnaire will be useful in ascertaining whether or not the applicant pool is balanced. The Affirmative Action Coordinator will develop a resume file that will track statistical information on job candidates. These applicant tracking activities will be carried out by the Affirmative Action Coordinator, in conjunction with the Department Head who is hiring for the position.

In cooperation with Civil Service for City payroll jobs, and internally for jobs on private

payroll, the Museums will objectively review and analyze selection standards and procedures to insure that they are job related and valid predictors of job performance. Through job analysis, the Museums will ensure that job descriptions accurately reflect the position's function. Candidates will be selected by related job performance criteria as well as education or experience. Advisory panels may be made up from the management of the hiring department and the Affirmative Action Coordinator.

2. Training

All Department Heads and Line Supervisors, (both incumbents and subsequent hires) shall be required to attend EEO/Affirmative Action Training which will include: City and departmental policies such as EEO/Affirmative Action Policy, Policy Prohibiting Sexual Harassment, Use of Slurs, Language Diversity and How to File a Discrimination Complaint. The Museums shall take full advantage of any training programs made available to it by Civil Service and professional museum organizations for affirmative action training.

Where reasonably practicable the museum shall make every effort that within six months of approval of this policy all current Department Heads and Line Supervisors shall attend EEO/AA training subject to availability, financial concerns and time schedule. The Affirmative Action Coordinator will be responsible for scheduling the classes, obtaining documentation of this training and placing copy in the participant's personnel file.

Department Heads are responsible for meeting with their current staff to insure they have read and understood this information and periodically review updates with their staff.

New employees shall be oriented on FAMSF policies by the Affirmative Action Coordinator at the earliest possible date after hire. Orientation will include providing each employee with a copy of the Affirmative Action Policy and to give them an opportunity to review the information and insure they understand the language.

3. Internships

Many unpaid interns and volunteers have found that working in a non-paid position is a most effective route for employment. In the past, an open position has often been filled by the non-paid worker already performing the work of that position. While we do not discourage non-paid contributions, and the Museums rely on the efforts of these individuals, such effort cannot be regarded as an automatic route to employment. It is desirable to examine how minority students can be recruited to become volunteers and unpaid interns in order to gain the experience that in the past has significantly contributed to an applicant's employability.

4. Promotions

The Museums will review and formulate standards used for promotions to ensure that these standards are job related and valid predictors of job performance and do not have a negative impact on protected-class persons. The job experience of in house candidates

will be regarded as an asset to their applications.

5. Complaint Procedures

The FAMSF will investigate all complaints received regarding EEO policies and procedures. The FAMSF will also investigate any and all complaints of discrimination and sexual harassment in accordance with the City's complaint procedures.

6. Contracts

The Minority, Women and Local Business Enterprise Program is intended to clarify and emphasize the importance and priority of utilizing minority and woman-owned enterprises (MBEs and WBEs) and local business enterprises (LBEs) in City contracting. This policy is part of the overall policy of the City and County of San Francisco to provide business enterprises with an equal opportunity to participate in the performance of City contracts.

7. Persons with Disabilities

The Museums shall continue the coordination of barrier removal in the Museums to provide assistance for persons with limited mobility.

Department heads/supervisors shall be aware of physical restrictions to certain jobs when recruiting for a particular department.

8. Employee Development Program

The FAMSF shall develop a mechanism for regular workforce assessment for growth

potential. Based on such an assessment the FAMSF shall notify its employees of both internal and external employment opportunities as well as available training or educational programs in related field to help advance minority and women employees in dead-end positions.

9. Audience Outreach

The primary objective of FAMSF outreach is to invite minority and culturally diverse groups or persons to participate in museum activities. The secondary goal is to gain community support and increase multi-cultural membership.

The Museums will continue outreach development in the areas of audience development, building community relations, public relations which include advertising and promotions utilizing the available resources of the diverse San Francisco community. The Museums will advertise and promote regular and special events/programs making use of multi-cultural newspapers/newsletters, radio and television stations. The Museums will explore the concepts of group sales, discount admissions and promotions to attract civic, social and cultural organizations in the community. The FAMSF will continue to increase the schedule of events/exhibits which have a special appeal to the multicultural community. Outreach shall also include offering meeting space to community groups.

Years program and exhibition activity shall be reviewed by the Affirmative Action Committee.

VIII. Monitoring and Evaluation of the Plan

The Museums will annually review and audit their personnel policies and employment activities to assure compliance with this EEO/AA policy as well as relevant federal, state, local laws and guidelines, requirements set by certain funding agencies, court orders, consent decrees, etc.

It will be the responsibility of Department Heads/Line Supervisors to provide a written report to the Affirmative Action Coordinator on an annual basis within two months of the end of the fiscal year. These statistics will be reflective of each department's operation relative to their Affirmative Action objectives.

IX. Auditing and Reporting

The Affirmative Action Coordinator shall collect these reports/statistics in regard to changes, hiring, problems encountered and how they were resolved, training and outreach from Department Heads/Line Supervisors annually in a timely manner, and these reports shall be analyzed and submitted to the Director of Museums for review.

X. Dissemination of Plan

There are many ways that the EEO/AA policy and plan can be disseminated to FAMSF staff. These include bulletin boards, newsletters, training, and new employee orientation. One of the most important ways is to let the staff know that the Museums have an Affirmative Action Sounding Committee that can be contacted if a problem arises.

APPENDIX A

FINE ARTS MUSEUMS OF SAN FRANCISCO

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: All Private/All City Employees: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	117	68.80%			
Black	19	11.20%	9.9%	-	-
Hispanic	4	2.40%	11.2%	(-8.80%)	Yes
Asian	18	10.60%	15.3%	(-4.70%)	Yes
Filipino	12	7.00%	5.4%	-	-
Amer Indian	0	-	0.4%	(-0.40%)	Yes
<u>By Gender</u>					
Male	118	69.40%			
Female	52	30.60%	45.2%	(-14.60%)	Yes
<u>Total</u>	<u>170</u>	<u>100.00%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

APPENDIX A

Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
White	42	53.80%			
Black	16	20.50%	9.9%	-	-
Hispanic	2	2.60%	11.2%	(-8.60%)	Yes
Asian	8	10.30%	15.3%	(-5.00%)	Yes
Filipino	10	12.80%	5.4%	-	-
Amer Indian	0	0	0.4%	(-0.40%)	No
By Gender					
Male	57	73.10%			
Female	21	26.90%	45.2%	(-18.30%)	Yes
Total	78	100.00%			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

APPENDIX A

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: Private Payroll Only

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	75	81.52%			
Black	3	3.26%	9.9%	(-6.64%)	Yes
Hispanic	3	3.26%	11.2%	(-7.94%)	Yes
Asian	9	9.79%	15.3%	(-5.51%)	Yes
Filipino	2	2.17%	5.4%	(-3.23%)	Yes
Amer Indian	0	-	0.4%	(-0.40%)	Yes
<u>By Gender</u>					
Male	61	66.30%			
Female	31	33.70%	45.2%	(-11.50%)	Yes
<u>Total</u>	<u>92</u>	<u>100.00%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

APPENDIX B

All Private and City Employees: As of June 30, 1991

<u>Occupational Category</u>	<u>Number of Employees</u>	<u>Percentage of Total</u>
Official and Managers	14	8.24%
Professionals	40	23.53%
Technicians	3	1.76%
Protective Services	50	29.41%
Office/Clerical	37	21.76%
Sales Workers	3	1.76%
Skilled Craft	16	9.41%
Service/Maintenance	<u>7</u>	<u>4.13%</u>
Total	170	1.00

City Payroll Employees:		
<u>Occupational Category</u>	<u>Number of Employees</u>	<u>Percentage of Total</u>
Official and Managers	2	2.56%
Professionals	10	12.82%
Technicians	1	1.28%
Protective Services	50	64.20%
Office/Clerical	3	3.85%
Sales Workers	0	0.00%
Skilled Craft	6	7.69%
Service/Maintenance	<u>6</u>	<u>7.69%</u>
Total	78	1.00

Private Payroll Employees:		
<u>Occupational Category</u>	<u>Number of Employees</u>	<u>Percentage of Total</u>
Official and Managers	12	13.04%
Professionals	30	32.61%
Technicians	2	2.17%
Protective Services	0	0.00%
Office/Clerical	34	36.96%
Sales Workers	3	3.26%
Skilled Craft	10	10.87%
Service/Maintenance	<u>1</u>	<u>1.09%</u>
Total	92	1.00



HUMAN RIGHTS COMM

JUVENILE PROBATION

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APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Officials and Administrators

If by Division, identify: Private and City Payroll: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	13	92.86%			
Black	0	0.00%	9.9%	(-9.90%)	
Hispanic	0	0.00%	11.2%	(-11.20%)	
Asian	1	7.14%	15.3%	(-8.16%)	
Filipino	0	0.00%	5.4%	(-5.40%)	
Amer Indian	0	0.00%	0.4%	(-0.40%)	

By Gender

Male	7	50.00%	
Female	7	50.00%	45.2%

<u>Total</u>	<u>14</u>	<u>100.00%</u>
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Professional

If by Division, identify: Private and City Payroll: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	36	90.00%			
Black	1	2.50%	9.9%	(-7.40%)	
Hispanic	0	0.00%	11.2%	(-11.20%)	
Asian	3	7.50%	15.3%	(-7.80%)	
Filipino	0	0.00%	5.4%	(-5.40%)	
Amer Indian	0	0.00%	0.4%	(-0.40%)	
<u>By Gender</u>					
Male	22	55.00%			
Female	18	45.00%	45.2%		
<u>Total</u>	<u>40</u>	<u>100.00%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Protective Services

If by Division, identify: Private and City Payroll: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance (- only)</u>	<u>AA Goal? Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	23	46.00%			
Black	13	26.00%	9.9%	-	
Hispanic	2	4.00%	11.2%	(-7.20%)	
Asian	4	8.00%	15.3%	(-7.30%)	
Filipino	8	16.00%	5.4%	-	
Amer Indian	0	0.00%	0.4%	(-0.40%)	

By Gender

Male	42	84.00%			
Female	8	16.00%	45.2%	(-29.20%)	

Total 50 100.00%

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Office and Clerical

If by Division, identify: Private and City Payroll: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	25	67.57%			
Black	1	2.70%	9.9%	(-7.20%)	
Hispanic	1	2.70%	11.2%	(-8.50%)	
Asian	7	18.92%	15.3%	-	
Filipino	3	8.11%	5.4%	-	
Amer Indian	0	0.00%	0.4%	(-0.40%)	

By Gender

Male	11	29.70%	
Female	26	70.30%	45.2%

<u>Total</u>	<u>37</u>	<u>100.00%</u>
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Craft Workers (Skilled)

If by Division, identify: Private and City Payroll: Combined

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	15	93.75%			
Black	0	0.00%	9.9%	(-9.90%)	
Hispanic	0	0.00%	11.2%	(-11.20%)	
Asian	1	6.25%	15.3%	(-9.05%)	
Filipino	0	0.00%	5.4%	(-5.40%)	
Amer Indian	0	0.00%	0.4%	(-0.40%)	

By Gender

Male	14	87.50%			
Female	2	12.50%	45.2%	(-32.70%)	

<u>Total</u>	<u>16</u>	<u>100.00%</u>			
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Service Maintenance

If by Division, identify: Private and City Payroll: Combined

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			Yes/No
White	2	28.57%			
Black	3	42.85%	9.9%	-	
Hispanic	0	0.00%	11.2%	(-11.20%)	
Asian	1	14.29%	15.3%	(-1.01%)	
Filipino	1	14.29%	5.4%	-	
Amer Indian	0	0.00%	0.4%	(-0.40%)	

By Gender

Male	4	57.14%		
Female	3	42.86%	45.2%	(-2.34%)

Total 7 100.00%

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Officials and Administrators

If by Division, identify: City Payroll Only

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
White	2	100.00%			
Black	0	0.00%	9.9%	(-9.90%)	No
Hispanic	0	0.00%	11.2%	(-11.20%)	No
Asian	0	0.00%	15.3%	(-15.30%)	No
Filipino	0	0.00%	5.4%	(-5.40%)	No
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	2	100.00%			
Female	0	0.00%	45.2%	(-45.20%)	Yes

<u>Total</u>	<u>2</u>	<u>100.00%</u>			
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

3570 Director of Museums (1)
 3587 Deputy Director for Administration (1)

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Professional

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? <u>Yes/No</u>
	Number	Percent			
White	9	90.00%			
Black	0	0.00%	9.9%	(-9.90%)	No
Hispanic	0	0.00%	11.2%	(-11.20%)	No
Asian	1	10.00%	15.3%	(-5.30%)	No
Filipino	0	0.00%	5.4%	(-5.40%)	No
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	4	40.00%			
Female	6	60.00%	45.2%	-	-

Total **10 100.00%**

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

3542	Curator II	(3)
3544	Curator III	(2)
3546	Curator IV	(1)
3547	Curator V	(1)
1652	Senior Accountant	(1)
3556	Registrar	(1)
3631	Librarian	(1)

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Protective Services

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
White	23	46.00%			
Black	13	26.00%	9.9%	-	-
Hispanic	2	4.00%	11.2%	(-7.20%)	Yes
Asian	4	8.00%	15.3%	(-7.30%)	Yes
Filipino	8	16.00%	5.4%	-	-
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	42	84.00%			
Female	8	16.00%	45.2%	(-29.20%)	Yes

Total 50 100.00%

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

8226 Museum Guards (48)
8228 Senior Museum Guards (2)

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Office and Clerical

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
White	0	0.00%			
Black	0	0.00%	9.9%	(-9.90%)	No
Hispanic	0	0.00%	11.2%	(-11.20%)	No
Asian	2	66.70%	15.3%	-	-
Filipino	1	33.30%	5.4%	-	-
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	0	0.00%			
Female	3	100.00%	45.2%	-	-

Total	3	100.00%
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

3302 Vendors

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Craft Workers (Skilled)

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
White	5	83.33%			
Black	0	0.00%	9.9%	(-9.90%)	No
Hispanic	0	0.00%	11.2%	(-11.20%)	No
Asian	1	16.67%	15.3%	-	
Filipino	0	0.00%	5.4%	(-5.40%)	No
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	4	66.67%			
Female	2	33.33%	45.2%	(-11.87%)	No

Total	6	100.00%
-------	---	---------

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

7334 Stationary Engineer (5)

7205 Chief Engineer (1)

APPENDIX B

II. Composition and Utilization by Occupational Category

Use a separate form for department and each division.

Category: Service Maintenance

If by Division, identify: City Payroll Only

By Race/Ethnicity	As of 6/30/91		Availability	Variance (= only)	AA Goal? Yes/No
	Number	Percent			
White	2	33.33%			
Black	3	50.00%	9.9%	-	-
Hispanic	0	0.00%	11.2%	(-11.20%)	No
Asian	0	0.00%	15.3%	(-15.30%)	No
Filipino	1	16.67%	5.4%	-	-
Amer Indian	0	0.00%	0.4%	(-0.40%)	No

By Gender

Male	4	66.67%			
Female	2	33.33%	45.2%	(-11.80%)	No

Total 6 100.00%

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

- 2708 Custodians (5)
- 2718 Custodial Supervisor (1)

APPENDIX C

City and County of San Francisco

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: Fine Arts Museums Department #61 - City Payroll Only

Anticipated Vacancies: Number and description.

8206 Institutional Police Captain (1) (FY 1991-92)
 8226 Museum Guard (3) (FY 1992-93)
 8228 Senior Museum Guard (1) (FY 1992-93)

Note:

In order to meet the City budget requirements, during FY 1991-92, The Fine Arts Museums deleted a total of 12 positions. 7 were through the early retirement program and 5 were lay-offs.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>		<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>CCSF Only</u>				
Hispanic	(-7)	+1	-	-
Asian	(-3)	+1	10	13.0%
Women	(-15)	+2	23	29.0%

Note:

Effective January 1993, 4 8226 Museum Guards have been promoted to 8228. The breakdown is as follows:

1 Asian Male
 2 White Male
 1 White Female

Goals may include accomplishments made since 7/1/91.

APPENDIX C

City and County of San Francisco

II. Affirmative Action Goals by Occupational Category

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Category: Officials and Administrators

If by division, identify: Fine Arts Museums - CCSF Payroll Only

Anticipated Vacancies: Number and description.

None

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>		<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>CCSF Only</u>				
Women	(-1)	-	-	-

Goals may include accomplishments made since 7/1/91.

APPENDIX C

City and County of San Francisco

II. Affirmative Action Goals by Occupational Category

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Category: Protective Services

If by division, identify: Fine Arts Museums – CCSE Payroll Only

Anticipated Vacancies: Number and description.

8226 Museum Guard: 3 positions through 6/30/93

8228 Senior Museum Guard: 1 position through 6/30/93

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>		<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>CCSF Only</u>				
Hispanic	(-4)	+1	-	-
Asian	(-3)	+1	-	-
Women	(-15)	+2	-	-

Goals may include accomplishments made since 7/1/91.

SAN FRANCISCO FIRE DEPARTMENT
AFFIRMATIVE ACTION PLAN

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SAN FRANCISCO FIRE DEPARTMENT

AFFIRMATIVE ACTION PLAN

1991 - 1993

I. INTRODUCTION

The San Francisco Fire Department is responsible for providing firefighting, rescue, emergency medical response, fire prevention and fire investigation to the 1,500,000 people who are present in our city throughout each day. The suppression forces provide protection to 738,700 citizens residing in the 48 square miles of San Francisco.

The San Francisco Fire Department is under the management of the Fire Commission, consisting of five members appointed by the Mayor. No less than one member of the Commission shall be a woman. The Fire Commission appoints the Chief of Department who serves as the Chief Executive Officer, responsible for the daily activities of the Fire Department.

The Fire Department's organizational structure consists of five divisions which collectively discharge all of the responsibilities and perform all of the duties which are mandated by the State of California, Charter of the City and County of San Francisco, and ordinances. These divisions are Fire Suppression, Fire Prevention and Investigation, Division of Training, Division of Management Services and Division of Support Services.

Authorized employees for 1990-1991 were 1482, of which 1392 are uniformed personnel. The Fire Department continues to operate under the terms and conditions of a Consent Decree identified as Fontaine Davis, et al, V. San Francisco City and County, et al, C84-7089 MHP. The terms and conditions of this Consent Decree are in effect for seven years -- May 20, 1988 through May 20, 1995.

II. REAFFIRMATION OF EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

It is especially important at this time for the Commission of the San Francisco Fire Department and the Chief of Department to reaffirm our commitment to the concept and process of affirmative action. Central to the purpose of this public service department is a need to reflect the diversity of our society; that obligation extends to all of our members. Major advances in this direction have occurred in the San Francisco Fire Department, but much remains to be done.

The San Francisco Fire Department continues to adhere to a policy of equal employment opportunity. The Fire Commission and the Chief of Department will continue to comply with Federal, State and local laws and guidelines to ensure that no person shall be discriminated against in recruitment, selection, appointment, training, promotion, retention, discipline, or any other aspect of employment because of race, religion, sex, national origin, ethnicity, age, physical/mental disability, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), AIDS, or AIDS-related conditions. This policy includes our commitment to provide and maintain a work environment free of discrimination for all our employees; free of all forms of harassment.

The San Francisco Fire Department gives the objectives of equal opportunity life by engaging in affirmative action. A truly pluralistic society does not emerge simply through the avoidance of direct discrimination. The San Francisco Fire Department is fully committed to an affirmative action program. That commitment consists, in part, of the following elements: 1) a requirement for imaginative and serious recruitment and retention; 2) administrative review of current practices; 3) analysis of problem areas; 4) identification of and response to, undesirable practices; 5) facilitation of training, whenever it is possible, that encourages personal development and awareness.

The San Francisco Fire Department's Affirmative Action Plan will establish procedures that will improve the representation of women and minority group members on our uniform and civilian staff. A department that reflects the composition of the City and County of San Francisco is vital, because of the daily life-saving interaction between officers and firefighters and the citizens whom we serve and protect; a multi-lingual, culturally and ethnically diverse community.

It is also the policy of the San Francisco Fire Department to comply with the provisions and intent of the Consent Decree, issued on May 20, 1988.

As this department's appointing officer, I am directing that all employees of the agency will be responsible for being informed of this EEO/AA policy and will each be responsible in carrying out the intent of this plan. I personally adopt this policy and commit myself to the objectives of this plan.

I designate Ms. Victoria Macklin to be responsible for the management and direction of the Affirmative Action Program.

John Ertola
President, Fire Commission

Joseph A. Medina
Chief of Department

Date: _____

Date: _____

III. DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

The Chief of Department, Joseph A. Medina, has the ultimate responsibility for the implementation of the San Francisco Fire Department Affirmative Action Program. Responsibility for the Fire Department's non-discrimination policies, as well as its Affirmative Action Program, clearly follows organizational lines of authority.

The Chief of Department will:

- *Designate an Assistant EEO Program Manager (1231) to oversee and implement the program;
- *Issue an Equal Employment Opportunity and Affirmative Action Policy and other policies as necessary for the Department;
- *Establish and disseminate the Department's commitment to affirmative action goals to all managers and supervisors;
- *Provide administrative resources to support the implementation of the program;
- *Evaluate the performance of departmental managers in the achievement of goals;
- *Report periodically to the Fire Commission, Mayor, Civil Service Commission, Human Rights Commission and Board of Supervisors on the progress toward our goals.

The Assistant EEO Program Manager will be responsible to plan, coordinate, monitor and evaluate a comprehensive Affirmative Action Program for the Fire Commission and Chief of Department, including:

- *Recommend actions for the Department to undertake in achieving its affirmative action objectives;
- *Maintain and review information on the Department's workforce, including hires, promotions, separations, etc.
- *Report to the Chief of Department periodically on the progress or problems in implementation of the Affirmative Action Program;
- *Recommend annual affirmative action goals for the Department;
- *Coordinate training and technical assistance to departmental managers and staff on EEO and affirmative action issues, and their roles in implementation of the program;
- *Develop programs to achieve goals;
- *Report, periodically, to the Fire Commission, Civil Service Commission, Human Rights Commission and the Commission on the Status of Women;
- *Serve as liaison between departmental staff, Civil Service Commission, Human Rights Commission, and special interest groups.

The Chief of Management Services will:

- *Supervise the EEO complaint and investigative process;
- *Supervise the Department's recruitment and retention program.

Each Department Manager will be responsible for implementation of the Affirmative Action Program, including:

- *Making good-faith efforts to achieve affirmative action goals;
- *Train and evaluate staff on EEO and AA responsibilities;
- *Ensure that the workplace is free from harassment for its employees.
- *Investigate complaints of discrimination.

All employees of this Department are responsible for treating one another in a professional manner, and complying with policies which prohibit unlawful discrimination, racial slurs, and sexual harassment.

IV. UTILIZATION ANALYSIS

The Utilization Analysis is a comparison of the Department's workforce to the available labor market. Available labor market data is based on U.S. Census information.

The San Francisco Fire Department determines utilization by comparing the percentages of minorities and women in a department, occupational category, or classification with the San Francisco available labor market. 1990 U.S. Census data on labor market availability has not been published yet, therefore, the 1980 U.S. Census figures must be used. They are: White 57.5%; African-American 9.9%; Hispanic 11.2%; Asian 15.3%; Filipino 5.4%; Native American 0.4%; Women 45.2%.

The following tables are based on Civil Service Commission data for June 30, 1991:

1. Total Department Composition and Utilization
2. Composition and Utilization by Occupational Category
3. Composition and Utilization by Classification

The total workforce of the San Francisco Fire Department numbered 1482 as of June 30, 1991. The total in 1989 was 1417, thus there was an increase of 65 positions.

As a result of specific mandates in the Consent Decree, three recruit classes of probationary firefighters were brought into the Department per year since 1989, thus increasing our minority and gender representation. African-Americans have increased from 7.33% of the workforce to 8.4%; Hispanics have increased from 6.91% to 8.7%; Asians have increased from 3.1 % to 5.2%; Filipinos have increased from 1.48% to 1.9%; and American Indians have remained the same. Women have increased in their representation of the workforce from 4.23% to 5.3%.

The following table clearly depicts utilization and/or underutilization for each racial category.

Uniformed:

	W	B	H	A	F	AI	M	F
a. number	1070	113	123	60	22	4	1353	39
b. percent	76.9%	8.1%	8.8%	4.3%	1.6%	0.3%	97.2%	2.8%
c. SF labor force	57.5%	9.9%	11.2%	15.3%	5.4%	0.4%	54.8%	45.2%
d. utilization(B+C)	134	82	76*	28*	30*	70*	177	6*

Civilian

a. number	50	11	6	17	6	0	51	39
b. percent	55.5%	12.2%	6.7%	18.9%	6.7%	0	56.7%	43.3%
c. SF labor force	57.5%	9.9%	11.2%	15.3%	5.4%	0.4%	54.8%	45.2%
d. utilization (B+C)	97	123	60*	124	124	0*	103	96

* Less than 80% of parity, therefore represents underutilization.

By occupational categories, the Fire Department's staff is concentrated in Professional employment with 298 positions filled and Protective Services employment with 974 positions filled. In the Professional category underutilization exists for all minority groups with the exception of Blacks. Positions in this category include lieutenants and captains.

The largest employment group in this Department are Protective Services with 974 filled positions. This includes the rank of firefighter. Even though representation of the different minority groups is below parity, the Department has made progress in the representation of Blacks, Hispanics, Asians and Filipinos, and there is no underutilization for American Indians. Five years ago there were no women in the uniformed ranks; we now have 46.

An analysis of the occupational categories reveals that there are no Asians, Filipinos, American Indians or women in the Officials and Administrators category. American Indians are not present in the Professional category nor the Office/Clerical category. The Skilled Crafts category has no Black, Filipino, American Indian or female representation. The Service Maintenance category is represented by 50% women.

The minority and gender composition of the San Francisco Fire Department workforce has improved significantly over the last five years to more closely reflect the labor market availability of all groups. The problems faced by the San Francisco Fire Department in integrating the Management levels are due to fewer opportunities in promotive level positions, and the previous lack of timely examinations for promotive levels.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91 -</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>1120</u>			
<u>Black</u>	<u>124</u>	<u>9.9%</u>	<u>(-1.5)</u> <u>8.4%</u>	<u>Yes</u>
<u>Hispanic</u>	<u>129</u>	<u>11.2%</u>	<u>(-2.5)</u> <u>8.7%</u>	<u>Yes</u>
<u>Asian</u>	<u>77</u>	<u>15.3%</u>	<u>(-10.1)</u> <u>5.2%</u>	<u>Yes</u>
<u>Filipino</u>	<u>28</u>	<u>5.4%</u>	<u>(-3.5)</u> <u>1.9%</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>4</u>	<u>0.4%</u>	<u>(-0.2)</u> <u>0.2%</u>	<u>No</u> <i>yes</i>
<u>By Gender</u>				
<u>Male</u>	<u>1404</u>			
<u>Female</u>	<u>78</u>	<u>45.2%</u>	<u>(-39.9)</u> <u>5.3%</u>	<u>Yes</u>
<u>Total</u>	<u>1482</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Officials & Administrators

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
<u>White</u>	<u>50 - 86.2%</u>				
<u>Black</u>	<u>3 -</u>	<u>5.17%</u>	<u>9.9%</u>	<u>- 4.73%</u>	<u>Yes</u>
<u>Hispanic</u>	<u>5 -</u>	<u>8.62%</u>	<u>11.2%</u>	<u>- 2.58%</u>	<u>Yes</u>
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>Yes</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>- 5.4%</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>- .4%</u>	<u>No</u>
<u>By Gender</u>					
<u>Male</u>	<u>58</u>				
<u>Female</u>	<u>0</u>		<u>45.2%</u>	<u>-45.2%</u>	<u>Yes</u>
<u>Total</u>	<u>58</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

H40 Battalion Chief - 39 positions

H50 Assistant Chief - 14 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Professionals

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>229 - 76.8%</u>			
<u>Black</u>	<u>27 - 9.06%</u>	<u>9.9%</u>	<u>-.84</u>	<u>No</u>
<u>Hispanic</u>	<u>24 - 8.05%</u>	<u>11.2%</u>	<u>-3.15</u>	<u>Yes</u>
<u>Asian</u>	<u>11 - 3.68%</u>	<u>15.3%</u>	<u>-11.62</u>	<u>Yes</u>
<u>Filipino</u>	<u>7 - 2.34%</u>	<u>5.4%</u>	<u>- 3.06</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- .4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>292 - 97.68%</u>			
<u>Female</u>	<u>6 - 2.01%</u>	<u>45.2%</u>	<u>- 43.19</u>	<u>Yes</u>
<u>Total</u>	<u>298</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is ".1" or greater.

Identify the largest classes in this category and number of positions in each:

H20 Lieutenant - 199 positions

H30 Captain - 66 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Technicians

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>68 - 70.1%</u>			
<u>Black</u>	<u>10 - 10.3%</u>	<u>9.9%</u>	<u>+ .4</u>	<u>No</u>
<u>Hispanic</u>	<u>11 - 11.33%</u>	<u>11.2%</u>	<u>+ .13</u>	<u>No</u>
<u>Asian</u>	<u>6 - 6.2%</u>	<u>15.3%</u>	<u>-9.1</u>	<u>Yes</u>
<u>Filipino</u>	<u>1 - 1.03%</u>	<u>5.4%</u>	<u>-4.37</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>1 - 1.03%</u>	<u>0.4%</u>	<u>+ .63</u>	<u>No</u>

By Gender

<u>Male</u>	<u>90 - 92.78%</u>			
<u>Female</u>	<u>7 - 7.21%</u>	<u>45.2%</u>	<u>-37.99</u>	<u>Yes</u>
<u>Total</u>	<u>97 - 100%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is ".1" or greater.

Identify the largest classes in this category and number of positions in each:

6281 - Fire Safety Inspector II - 17 positions

H4 - Inspector, Bureau of Fire Prevention & Public Safety - 17 positions

H6 - Investigator, Bureau of Fire Investigation - 11 positions

H10 - Chief's Operator - 49 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Protective Services

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>741 - 76.07%</u>			
<u>Black</u>	<u>78 - 8.0%</u>	<u>9.9%</u>	<u>- 1.9</u>	<u>Yes</u>
<u>Hispanic</u>	<u>85 - 8.7%</u>	<u>11.2%</u>	<u>- 2.5</u>	<u>Yes</u>
<u>Asian</u>	<u>50 - 5.1%</u>	<u>15.3%</u>	<u>-10.2</u>	<u>Yes</u>
<u>Filipino</u>	<u>17 - 1.7%</u>	<u>5.4%</u>	<u>- 3.7</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>3 - .3%</u>	<u>0.4%</u>	<u>- .1</u>	<u>No - yes</u>
<u>By Gender</u>				
<u>Male</u>	<u>939</u>			
<u>Female</u>	<u>35 - 3.6%</u>	<u>45.2%</u>	<u>-41.6</u>	<u>Yes</u>
<u>Total</u>	<u>974</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is ".1" or greater.

Identify the largest classes in this category and number of positions in each:

H-2 Firefighter - 964 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Paraprofessionals

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	_____			
<u>Black</u>	_____	<u>9.9%</u>		
<u>Hispanic</u>	_____	<u>11.2%</u>		
<u>Asian</u>	_____	<u>15.3%</u>		
<u>Filipino</u>	<u>1 - 100%</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	_____	<u>0.4%</u>		
<u>:By Gender</u>				
<u>Male</u>	_____			
<u>Female</u>	<u>1 - 100%</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	_____			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

There is only one position in this Class.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Office/Clerical

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>12 - 42.85%</u>			
<u>Black</u>	<u>5 - 17.9%</u>	<u>9.9%</u>	<u>+ 8.0</u>	<u>No</u>
<u>Hispanic</u>	<u>2 - 7.14%</u>	<u>11.2%</u>	<u>- 4.06</u>	<u>Yes</u>
<u>Asian</u>	<u>7 - 25.0%</u>	<u>15.3%</u>	<u>+ 9.7</u>	<u>No</u>
<u>Filipino</u>	<u>2 - 7.14%</u>	<u>5.4%</u>	<u>- 1.74</u>	<u>No</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>		<u>No</u>

By Gender

<u>Male</u>	<u>1 - 3.57%</u>			
<u>Female</u>	<u>27 - 96.42%</u>	<u>45.2%</u>	<u>+51.22</u>	<u>No</u>
<u>Total</u>	<u>28</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1426 - Senior Clerk Typist - 6 positions

1446 - Secretary II - 5 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Skilled Craft

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>13 - 76.47%</u>			
<u>Black</u>	<u>0 -</u>	<u>9.9%</u>	<u>- 9.9</u>	<u>Yes</u>
<u>Hispanic</u>	<u>1 - 5.88%</u>	<u>11.2%</u>	<u>- 5.32</u>	<u>Yes</u>
<u>Asian</u>	<u>3 - 17.64%</u>	<u>15.3%</u>	<u>+ 2.34</u>	<u>No</u>
<u>Filipino</u>	<u>0 -</u>	<u>5.4%</u>	<u>- 5.4</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>0 -</u>	<u>0.4%</u>	<u>- 0.4</u>	<u>Yes</u>

By Gender

<u>Male</u>	<u>17 - 100%</u>			
<u>Female</u>	<u>0</u>	<u>45.2%</u>	<u>-45.2</u>	<u>Yes</u>
<u>Total</u>	<u>17</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

7388 Utility Plumber - 8 positions

7334 Stationary Engineer - 6 positions

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Service Maintenance

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>2 - 100%</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>		<u>Yes</u>
<u>Hispanic</u>	<u>0</u>	<u>11.2%</u>		<u>Yes</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>		<u>Yes</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>		<u>Yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>		<u>Yes</u>
<u>By Gender</u>				
<u>Male</u>	<u>1 - 50%</u>			
<u>Female</u>	<u>1 - 50%</u>	<u>45.2%</u>	<u>+4.98</u>	<u>No</u>
<u>Total</u>	<u>2</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is ".5" or greater.

Identify the largest classes in this category and number of positions in each:

There are only 2 positions in this category - 7514, General Laborer

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Elected/Exempt

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>5 - 57.14%</u>			
<u>Black</u>	<u>1 - 14.28%</u>	<u>9.9%</u>	<u>+ 4.38</u>	<u>No</u>
<u>Hispanic</u>	<u>1 - 14.28%</u>	<u>11.2%</u>	<u>+ 3.08</u>	<u>No</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>		
<u>By Gender</u>				
<u>Male</u>	<u>6 - 85.71</u>			
<u>Female</u>	<u>1 - 14.28</u>	<u>45.2%</u>	<u>-30.92</u>	<u>Yes</u>
<u>Total</u>	<u>7</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

0160 - Member Fire Commission - 5 positions

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: H2 Firefighter

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>731 - 75.82%</u>			
<u>Black</u>	<u>78 - 8.08%</u>	<u>9.9%</u>	<u>-1.81</u>	<u>Yes</u>
<u>Hispanic</u>	<u>85 - 8.81%</u>	<u>11.2%</u>	<u>-2.39</u>	<u>Yes</u>
<u>Asian</u>	<u>50 - 5.18%</u>	<u>15.3%</u>	<u>-10.12</u>	<u>Yes</u>
<u>Filipino</u>	<u>17 - 1.76%</u>	<u>5.4%</u>	<u>- 3.64</u>	<u>Yes</u>
: <u>Amer Indian</u>	<u>3 - .3%</u>	<u>0.4%</u>	<u>- .1</u>	<u>No Yes</u>
<u>By Gender</u>				
<u>Male</u>	<u>929 - 96.36%</u>			
<u>Female</u>	<u>35 - 3.63%</u>	<u>45.2%</u>	<u>-41.57</u>	<u>Yes</u>
<u>Total</u>	<u>964</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: H10 Chief's Operator

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>40 - 81.63%</u>			
<u>Black</u>	<u>5 - 10.2%</u>	<u>9.9%</u>	<u>+ .3</u>	<u>No</u>
<u>Hispanic</u>	<u>2 - 4.08%</u>	<u>11.2%</u>	<u>- 7.12</u>	<u>Yes</u>
<u>Asian</u>	<u>1 - 2.04%</u>	<u>15.3%</u>	<u>-13.26</u>	<u>Yes</u>
<u>Filipino</u>	<u>0 - 0</u>	<u>5.4%</u>	<u>-5.4</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>1 - 2.04%</u>	<u>0.4%</u>	<u>+1.64</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>47</u>			
<u>Female</u>	<u>2 - 4.08%</u>	<u>45.2%</u>	<u>-41.12</u>	<u>Yes</u>
<u>Total</u>	<u>49</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: H20 Lieutenant

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>148 - 74.37%</u>			
<u>Black</u>	<u>23 - 11.55%</u>	<u>9.9%</u>	<u>+ 1.6</u>	<u>No</u>
<u>Hispanic</u>	<u>17 - 8.54%</u>	<u>11.2%</u>	<u>- 2.66</u>	<u>Yes</u>
<u>Asian</u>	<u>8 - 4.02%</u>	<u>15.3%</u>	<u>-11.28</u>	<u>Yes</u>
<u>Filipino</u>	<u>3 - 1.5%</u>	<u>5.4%</u>	<u>- 3.9</u>	<u>Yes</u>
: <u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- .4</u>	<u>No <i>yes</i></u>
By Gender				
<u>Male</u>	<u>197</u>			
<u>Female</u>	<u>2 - 1.0%</u>	<u>45.2%</u>	<u>- 44.2%</u>	<u>Yes</u>
<u>Total</u>	<u>199</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 10 or more employments.

Classification: H30 Captain

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>58 - 87.87%</u>			
<u>Black</u>	<u>1 - 1.51%</u>	<u>9.9%</u>	<u>- 8.39</u>	<u>Yes</u>
<u>Hispanic</u>	<u>6 - 9.09%</u>	<u>11.1%</u>	<u>-0.11</u>	<u>Yes</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3</u>	<u>Yes</u>
<u>Filipino</u>	<u>1 - 1.51%</u>	<u>5.4%</u>	<u>- 3.89</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- .4</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>66 - 100%</u>			
<u>Female</u>	<u>0</u>	<u>45.1</u>	<u>-45.2</u>	<u>Yes</u>
<u>Total</u>	<u>66</u>			

Affirmative action goals are needed if a) total number of employments is greater than 10 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: H40 Battalion Chief

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>33 - 84.6%</u>			
<u>Black</u>	<u>2 - 5.1%</u>	<u>9.9%</u>	<u>-4.8</u>	<u>Yes</u>
<u>Hispanic</u>	<u>4 - 10.25%</u>	<u>11.2%</u>	<u>-0.95</u>	<u>No</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3</u>	<u>Yes</u>
<u>Filipino</u>	<u>0</u>	<u>5.4%</u>	<u>- 5.4</u>	<u>Yes</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>39 - 100%</u>			
<u>Female</u>	<u>0</u>	<u>45.2%</u>	<u>-45.2</u>	<u>Yes</u>
<u>Total</u>	<u>39</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

V. NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S AFFIRMATIVE ACTION PERFORMANCE

The San Francisco Fire Department is currently working under a Federally ordered Consent Decree and, therefore, our hiring and promotional opportunities are specifically outlined. The minority and gender composition of the San Francisco Fire Department uniform workforce has improved significantly since the implementation of the Consent Decree in 1988. (See attached tables: 1) Hires by Race and Sex, Firefighter, H2; and 2) Comparison of Ethnic/Gender Distribution)

According to the Consent Decree, the hiring goals for the Department are designated to raise minority representation to forty percent (40%) and the female representation to ten percent (10%) of the sworn personnel. For each minority group protected under the decree (Asian, Black and Hispanic) the minimum goal shall be the CLF percentage as reflected in the official 1980 and 1990 Census reports. As of the date of the decree, those figures are Asians (including Filipino), 19 percent; African-Americans, 10 percent; Hispanics, 11 percent.

Regarding promotional opportunities, the decree provides a specific examination schedule. As the decree states: "The purpose of the preceding schedule for promotional examinations is to maximize the opportunity for advancement and promotion of all members of the San Francisco Fire Department, particularly minority persons and women." The previous lack of timely examinations for promotive level positions affected the integration of the Management levels.

RECRUITMENT

Efforts have been made to address the Department's areas of underutilization. The Department sponsored an intense targeted recruitment effort beginning in October, 1991, to prepare for the H2 (firefighter) entrance exam that was conducted in April, 1992. Department resources were committed to the project, including five (5) uniformed personnel that were appointed to work a five-day week, rather than the normal tour-of-duty. Approximately forty uniform members of the Department (minority and women) volunteered to become part of the recruitment effort. Orientation and tutorial sessions were held in twelve community organizations:

- * Ella Hill Hutch Community Center
- * Prep. Inc.
- * Chinese for Affirmative Action
- * Mission Hiring Hall
- * Southeast Community Center
- * Filipino-American Council, Inc.
- * Mission Language and Vocational School
- * Oceanview-Merced-Ingleside Pilgrim Community Center
- * National Office of Samoan Affairs
- * Potrero Hill Community Development Corp.
- * City College of San Francisco
- * South of Market Employment Center

In addition, the employee organizations sponsored tutorial sessions. The employee organizations are the International Association of Firefighters-Local 798, Los Bomberos de San Francisco, Asian Firefighters, and the Black Firefighters' Association.

Concurrent with the tutorials and targeted orientations, there was active participation in job fairs, career days, school visits, community events, etc. The media was utilized extensively in targeted communities. The results are as follows:

Gender and race breakdown of the candidates who took the H2 Firefighter Examination in April, 1992:

	<u>Male</u>	<u>Female</u>	<u>Total</u>
White	1,486	315	1,801
African American	677	118	795
Hispanic	827	106	933
Asian	538	38	576
Filipino	243	15	258
Native American	58	11	69
Male			3,829
Female			603
TOTAL			4,432

In our attempts to meet our targeted goals for women firefighters, in particular, women "of color", we have discovered barriers that women often face. Even though women have been firefighters since 1974, it is still perceived by some as a non-traditional job for women. There are some cultures and societies that do not embrace the thought of a woman performing certain tasks, and therefore, do not encourage women to pursue firefighting as a career. Recognizing some of these barriers, the Department will have to concentrate some of its efforts on educating the youth in San Francisco that firefighting is a career opportunity for both men and women. The San Francisco Fire Department recognizes that there are numbers of women whose talents and capabilities are untapped. We are, therefore, committed to increase the utilization of the skills and talents of women, and to promote employment opportunities and remove non-job-related criteria that may have been barriers in the past.

Sexual harassment has oftentimes been viewed as a barrier to non-traditional employment for women. All the chief officers of the San Francisco Fire Department, all Captains and Lieutenants have received sexual harassment training within the last two years. Officers and members of the San Francisco Fire Department are responsible for ensuring that worksites are free from discrimination and harassment.

Inadequate facilities at worksites (fire stations), including bathrooms, lockers, and change areas, have been a problem in the past. Six fire stations have been modified to provide separate bathroom facilities. The passage of Proposition "C" on the November, 1992 ballot will allow the Department to modify all fire stations to accommodate the need for privacy, by providing separate bathroom facilities for men and women.

HIRING

The hiring requirements of the San Francisco Fire Department for uniform personnel are mandated by the Consent Decree.

Procedures are currently being developed to monitor all personnel actions involving hiring, promotions, transfers, reclassifications, or terminations for all San Francisco Fire Department personnel. This will ensure proper analysis and reporting when our affirmative action programs are updated.

The San Francisco Fire Department made one clerical appointment through the Civil Service "Rule 34" Program which provides for the exempt employment of severely disabled individuals.

UPWARD MOBILITY

The San Francisco Fire Department is committed to integrating the upper ranks of the Department, and affirmative action considerations are taken whenever employment decisions, including promotions, are made. Since 1988, several opportunities for advancement have presented themselves to the uniformed ranks: tests and appointments have been made for Lieutenant; tests and appointments have been made for Captains; and tests and appointments have been made for Battalion Chiefs. The results are in the table found in Appendix #4.

The first minority Chief of Department was appointed July, 1992.

Several promotions have occurred within the Miscellaneous employees:

- * 1708 (Sr. Telephone Oper.) to 1924 (Materials & Supplies Super.)
- * 1446 (Secretary II) to 1450 (Executive Secretary I)
- * 1426 (Senior Clerk Typist) to 1446 (Secretary II)
- * 1222 (Sr. Payroll/Pers. Clerk) to 1224 (Princ. Payroll/Pers. Clerk)
- * 1220 (Payroll Clerk) to 1222 (Sr. Payroll/Personnel Clerk)
- * 6280 (Fire Inspector I) to 6281 (Fire Safety Inspector II) = 6
- * 1424 (Clerk Typist) to 1426 (Senior Clerk Typist)
- * 1842 (Management Asst.) to 1233 (Affirmative Action Specialist)

EXAMINATIONS

H2 firefighter eligible lists have been reduced to two year lists rather than four years. This will allow for ongoing recruitment and retention efforts.

Promotive exams are scheduled on a regular basis as per the Consent Decree, and include affirmative action knowledge as part of the exam process.

REVISED EEO COMPLAINT AND APPEALS PROCEDURE

A revised and updated EEO complaint and appeals procedure has been implemented, effective October 26, 1992 (General Order 92A-85). This procedure emphasizes the responsibility of Department officers and chief officers to maintain a hostile-free workplace.

TRAINING

The officers of the San Francisco Fire Department, from the rank of Lieutenant to the Chief of Department, have been offered training in maintaining a workplace free of harassment. This training was provided by the CSC-Management Development Division through a course entitled "Supervisor As Coach" which contained a module on sexual harassment.

In addition, all the chief officers attended a series of six (6) one-day sessions on Leadership Skills that was taught at the University of San Francisco. One of the sessions was devoted to Civil Rights and EEO issues.

All of the chief officers and members of our Review Committee attended a three-day course on "Interviewing Techniques and an EEO Refresher". The training was offered to provide the chief officers with the necessary skills and knowledge to conduct investigations into complaints of discrimination/harassment. Under the current EEO complaint process, Assistant Chiefs and Battalion Chiefs conduct internal investigations of formal EEO charges and informal EEO Rule Violations.

Each H2 (firefighter) probationary recruit class was provided with a module on Basic EEO/Affirmative Action policies, procedures to file a complaint of discrimination, explanation of the Department's internal complaint procedure, and explanation of their right as an employee in the San Francisco Fire Department to a discrimination/harassment-free work environment.

VI. AFFIRMATIVE ACTION GOALS

The goal of the San Francisco Fire Department is to employ a workforce which reflects and serves the diverse composition of the City and County. Pending any funding cuts due to budgetary constraints, the Department will continue to strive for workforce parity.

Based on a review of current workforce utilization and analysis, the San Francisco Fire Department is establishing these employment targets for June 30, 1993:

Uniform Personnel: The San Francisco Fire Department will insure that promotional examinations are given in a timely fashion and that the integration of the upper ranks proceeds with no adverse impact on any minority groups. Women will not be eligible for the promotional opportunity for Battalion Chief, since there are currently no female Captains. There are, however, three female Lieutenants who will be eligible for the next Captain's examination. The goals for the various ranks follow in these forms:

1. - Affirmative Action Goals-by Total Department
2. - Affirmative Action Goals by Occupational Category
3. - Affirmative Action Goals by Classification

The Department will insure that each H2 firefighter probationary recruit class reflects, in its composition, the San Francisco labor market, and that it is meeting the goals established by the Consent Decree.

In terms of our civilian personnel, the Affirmative Action goal is to bring in new hires that will balance the workforce. The target is to increase the representation of Hispanics.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: _____

Anticipated Vacancies: Number and description.

Firefighter	-	72
Operator	-	4
Lieutenant	-	15
Captain	-	21
Battalion Chief	-	11
Inspectors	-	5
Miscellaneous	-	9

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black	22	146	9.9%
Hispanic	25	154	10.4%
Asian	40	117	7.9%
Filipino	8	36	2.4%
Women	20	98	6.6%

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Officials & Administrators

If by division, identify: _____

Anticipated Vacancies: Number and description.

Battalion Chief, H40 - 11

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>1</u>	<u>4</u>	<u>6.9%</u>
<u>Hispanic</u>	<u>2</u>	<u>7</u>	<u>12.06%</u>
<u>Asian</u>	<u>1</u>	<u>1</u>	<u>1.7%</u>
<u>Filipino</u>	<u>1</u>	<u>1</u>	<u>1.7%</u>
<u>Women</u>	<u>0</u>		

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Professionals

If by division, identify: _____

Anticipated Vacancies: Number and description.

Lieutenants	-	15
Captains	-	21
Affirmative Action Specialist		1

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Hispanic	4	28	9.4%
Asian	2	13	4.36%
Filipino	1	8	2.68%
Women	4	10	3.35%

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Technicians

If by division, identify: _____

Anticipated Vacancies: Number and description.

<u>Fire Safety Inspectors</u>	<u>-</u>	<u>5</u>
<u>Chief's Operator</u>	<u>-</u>	<u>4</u>
<u>H4 - Inspectors</u>	<u>-</u>	<u>2</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian</u>	<u>3</u>	<u>9</u>	<u>9.27%</u>
<u>Filipino</u>	<u>1</u>	<u>2</u>	<u>2.06%</u>
<u>Women</u>	<u>2</u>	<u>9</u>	<u>9.27%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Protective Services

If by division, identify: _____

Anticipated Vacancies: Number and description.

H2 Firefighter	-	72

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Black	10	88	9.03%
Hispanic	15	100	10.26%
Asian	25	75	7.70%
Filipino	3	20	2.05%
Women	11	46	4.72%

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: Office/Clerical

If by division, identify: _____

Anticipated Vacancies: Number and description.

Senior Payroll/Personnel Clerk - 1

Senior Clerk Typist - 1

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic</u>	<u>1</u>	<u>3</u>	<u>10.71%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: H2 Firefighter

If by division, identify: _____

Anticipated Vacancies: Number and description.

Firefighter - 72

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>10</u>	<u>88</u>	<u>9.03%</u>
<u>Hispanic</u>	<u>15</u>	<u>100</u>	<u>10.26%</u>
<u>Asian</u>	<u>25</u>	<u>75</u>	<u>7.70%</u>
<u>Filipino</u>	<u>3</u>	<u>20</u>	<u>2.05%</u>
<u>Women</u>	<u>11</u>	<u>46</u>	<u>4.72%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification:
Must be completed for each classification which has 20 or more employees and
at least one variance identified in the Utilization Analysis.

Classification: H10, Chief's Operator

If by division, identify: _____

Anticipated Vacancies: Number and description.

Operator	-	4

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Hispanic	1	3	6.12%
Asian	1	2	4.08%
Filipino	1	1	2.04%
Women	1	3	6.12%

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification.

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: H20 Lieutenant

If by division, identify: _____

Anticipated Vacancies: Number and description.

Lieutenant - 15

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic</u>	<u>2</u>	<u>19</u>	<u>9.54%</u>
<u>Asian</u>	<u>1</u>	<u>9</u>	<u>4.52%</u>
<u>Filipino</u>	<u>1</u>	<u>4</u>	<u>2.01%</u>
<u>Women</u>	<u>3</u>	<u>5</u>	<u>2.51%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: H30 Captain

If by division, identify: _____

Anticipated Vacancies: Number and description.

Captains - 21

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>5</u>	<u>6</u>	<u>9.09%</u>
<u>Hispanic</u>	<u>3</u>	<u>9</u>	<u>13.06%</u>
<u>Asian</u>	<u>3</u>	<u>3</u>	<u>4.54%</u>
<u>Filipino</u>	<u>1</u>	<u>2</u>	<u>3.03%</u>
<u>Women</u>	<u>1</u>	<u>1</u>	<u>1.5%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

VII. AFFIRMATIVE ACTION PROGRAMS

The Affirmative Action steps that the San Francisco Fire Department will undertake to achieve the goals enumerated above include the following:

A. Affirmative Action program understanding and support.

- The Assistant EEO Program Manager will work in conjunction with the Chief of Department to ensure that all staff are knowledgeable of their responsibilities through training, orientation, or General Orders;
- The Chief of Department will provide the Assistant EEO Program Manager with sufficient authority, training and resources to administer the program;
- The Department's EEO/Affirmative Action Policy and other relevant policies will be reissued and revised as needed;
- The Chief of Department will evaluate the managers and supervisors on their performance in helping the Department achieve our goals and implementing affirmative action.

B. Recruitment and Outreach

- The Department will specifically target those groups identified with our Affirmative Action goals.
- The Department will establish ongoing recruitment relationships with schools, professional organizations, and community organizations that have significant numbers of female and/or minority students or clients.
- A racially and sexually diverse staff will participate in recruitment and outreach activities.
- An Affirmative Action Specialist (1233) has been hired to coordinate all recruitment and retention activities.

C. Retention

- Training to prepare for the physical agility portion of the entrance test will be provided to targeted groups, particularly women.
- Informal orientations will be sponsored for women to provide a forum from which candidates could ask questions and learn about the specifics of firefighting.
- Mail outs and phone banks will be part of the Department's retention program.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: H40 Battalion Chief

If by division, identify: _____

Anticipated Vacancies: Number and description.

Battalion Chief - 11

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Black</u>	<u>2</u>	<u>4</u>	<u>10.25%</u>
<u>Asian</u>	<u>1</u>	<u>1</u>	<u>2.56%</u>
<u>Filipino</u>	<u>1</u>	<u>1</u>	<u>2.56%</u>
<u>Women</u>	<u>0</u>		

Goals may include accomplishments made since 7/1/91.

D. Selection and Hiring Procedures

- The Fire Department Exams Unit will work with the CSC Examination and Classification staff to ensure that position descriptions accurately reflect position function, and that examinations measure job-related criteria.
- Selection steps will be reviewed if minority groups or women are disproportionately disqualified.
- Background investigation procedures will be monitored to insure that there is no adverse impact.
- Procedures will be established to monitor the selection and hiring of non-uniform personnel.

E. Upward Mobility and Promotive Opportunities

- Procedures will be reviewed to ensure that training opportunities and work assignments are assigned fairly.
- Ensure that acting assignments in promotive level classes are made fairly, taking into consideration the Department's Affirmative Action goals.
- All promotional opportunities will be posted and employees will be encouraged to apply for them.
- Information will be disseminated to all employees regarding training programs that they may take on their own in order to develop upward mobility skills.
- Civil Service examinations for promotive level positions will be administered.

F. Training

- Management training programs will be provided in the areas of equal employment opportunity, workforce diversity, preventing harassment, etc.
- Communications skills training will be provided for all personnel to promote harmonious working conditions.
- All H2 probationary firefighters will be provided with EEO/Affirmative Action training along with training on the Department's internal EEO policy and complaint process.

G. Complaint Resolution

- A new revised General Order will inform employees of the procedures to file discrimination complaints, appeals.
- The Division of Management Services will be responsible for the investigations of complaints of employment discrimination.

H. Discipline, etc.

- The Department will review the standards used for disciplinary action, terminations, layoffs, to ensure that they do not have a disparate effect on protected class members.

I. Special Emphasis Programs

- An ADA Coordinator will be appointed to ensure compliance with the law and to ensure that individuals with disabilities are provided with reasonable accommodations to successfully perform the essential functions of the job.
- The Department will examine the need for bilingual spots in designated firestations in order to efficiently and effectively serve the needs of the communities where they are located.

VIII. AUDITING AND REPORTING

It will be the responsibility of the Assistant EEO Program Manager to evaluate the success of the Department's Affirmative Action Program. This will be done by conducting an annual workforce and utilization analysis. All personnel actions involving hiring, promotions, transfers, reclassifications, training, discipline or terminations will be properly documented in order to ensure analysis and reporting. Employment decisions and their affirmative action impact will be monitored by the Assistant EEO Program Manager.

The Division of Management Services is fully responsible for all record maintenance of discrimination complaints and responding to inquiries concerning matters of discrimination. Monthly reports regarding EEO complaints are submitted to the Chief of Department and the Fire Commission by the Chief of Management Services.

Progress reports are submitted by the Chief of Department and/or the Assistant EEO Program Manager to the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission, Commission on the Status of Women, and other regulatory agencies, as required.

IX. DISSEMINATION

A. Internally

Each program manager, chief officer, company officer, firefighter and other uniformed and non-uniformed employee of the San Francisco Fire Department will be informed of the Department's equal employment policy and affirmative action plan.

Copies of the Affirmative Action Plan shall be distributed to each Fire Department installation and fire station. A procedure will be established to insure that all employees have read the Affirmative Action Plan. Additional copies will be available from the Department's Assistant EEO Program Manager in the Division of Management Services.

All employees will be informed of the Department's and Chief Executive's policy for equal employment opportunity and affirmative action, and of their responsibility to maintain a workplace free of harassment. Employees will be informed of the procedures for filing complaints of discrimination.

B. Externally

All employee organizations shall receive copies of the Department's Affirmative Action Plan, and their input on the development of affirmative action ideas shall be encouraged and sought.

Copies of the Department's Affirmative Action Plan will be forwarded to the Board of Supervisors, Mayor's Office, Civil Service Commission, Human Rights Commission and the Commission on the Status of Women. The Department's Affirmative Action Plan will be available for review by community groups and the public upon request. It will be available at Fire Department Headquarters.

APPENDICES

1. Classifications by Occupational Categories
2. Hires by Race and Sex, Firefighter H2, May 1988-July 1,1992
3. Comparison of Ethnic/Gender Distribution , 1987 and 1991.
4. Table of Promotions, 1988-1991
5. General Order 92A-85 San Francisco Fire Department EEO Rule Violation and EEO Complaint and Appeals Procedure
6. General Order91A-2 -Equal Employment Opportunity Policy
7. San Francisco Fire Department Uniformed Force - Rank by Race and Sex, November 1, 1992.

CLASSIFICATIONS BY OCCUPATIONAL CATEGORIES

The Staff of the San Francisco Fire Department are employed in the following classifications, categorized by these Federal designated occupations, and number of positions filled on June 30, 1991 in parenthesis:

OFFICIALS AND ADMINISTRATORS

0140 Chief of Department (1)
0145 Assistant Deputy Chief (1)
0150 Deputy Chief of Department (1)
1880 Chief of Systems (1)
H40 Battalion Chief (39)
H50 Assistant Chief of Department (14)
H51 Assistant Deputy Chief II (1)

PROFESSIONALS

1231 Associate Affirmative Action Coordinator (1)
1240 Assistant Personnel Analyst (2)
1242 Personnel Analyst (1)
1246 Principal Personnel Analyst (1)
1540 Secretary, Fire Commission (1)
1650 Accountant (1)
1654 Principal Accountant (1)
1818 Management Information Systems Specialist II (1)
1842 Management Assistant (2)
1844 Senior Management Assistant (1)
2220 Physician (1)
2230 Physician Specialist (1)
5258 Senior Mechanical Engineer (1)
H16 Technical Training Specialist (1)
H19 Operations-Training Supervisor -- Airport (1)
H20 Lieutenant (199)
H22 Lieutenant - BFP & PS (4)
H28 Lieutenant -- Division of Training (7)
H30 Captain (66)
H32 Captain -- BFP & PS (3)
H39 Captain - Division of Training (2)

TECHNICIANS

5215 Fire Protection Engineer (2)
5362 Civil Engineer Assistant II (1)
6281 Fire Safety Inspector II (17)
H4 Inspector - BFP & PS (17)
H6 Investigator - BFI (11)
H10 Chief's Operator (49)

PROTECTIVE SERVICES

H2 Firefighter (964)
H110 Marine Engineer of Fireboats (4)
H120 Pilot of the Fireboat (6)

PARAPROFESSIONALS

1203 Personnel Technician (1)

OFFICE AND CLERICAL WORKERS

1202 Personnel Clerk (1)
1204 Senior Personnel Clerk (1)
1220 Payroll Clerk (2)
1222 Senior Payroll and Personnel Clerk (2)
1424 Clerk Typist (3)
1426 Senior Clerk Typist (6)
1446 Secretary II (5)
1450 Executive Secretary I (2)
1454 Executive Secretary III (1)
1708 Senior Telephone Operator (3)
1808 Management Information Systems Technician I (1)
1924 Materials and Supplies Supervisor (1)

SKILLED CRAFT

7205 Chief Stationary Engineer (1)
7230 Fire Department Water Systems Supervisor (1)
7334 Stationary Engineer (6)
7335 Senior Stationary Engineer (1)
7388 Utility Plumber (8)

SERVICE/MAINTENANCE

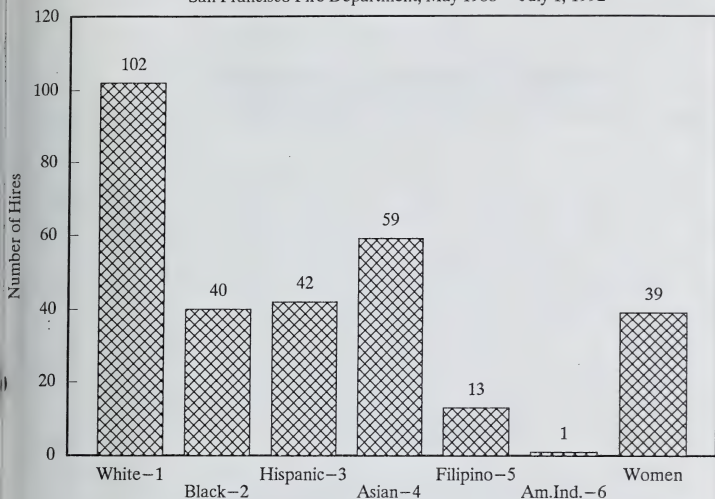
7514 General Laborer (2)

ELECTED/EXEMPT

0160 Member, Fire Commission (5)
A712 Hydrant Service Person (1)
H29 Special Services Officer (1)

HIRES BY RACE AND SEX, FIREFIGHTER H2

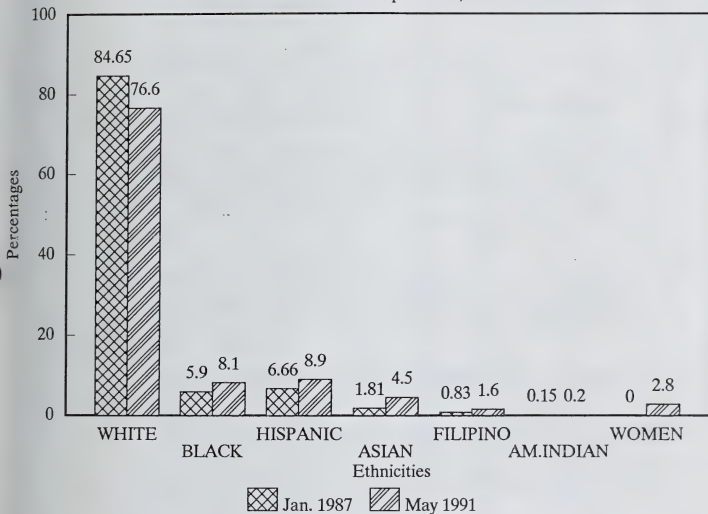
San Francisco Fire Department, May 1988 – July 1, 1992





THE JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE
VOLUME 100, PART 1, 1970
PUBLISHED BY THE
CAMBRIDGE UNIVERSITY PRESS

COMPARISON OF ETHNIC/GENDER DISTRIBUTION
San Francisco Fire Department, 1987 & 1991



PROMOTIONS

	1		2		3		4		5		6		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1988 H20 Lieutenant	38		22		12		8		2				82	
%	46		27		15		10		2					
H50 Asst. Chief	3		1										4	
%	75		25											
1989 H20 Lieutenant	20	1	5		2				1				28	1
%	69	3.4	17.3		6.9				3.4					
H30 Captain	15		1		2								18	
%	83.4		5.5		11.1									
H50 Asst. Chief	3												3	
%	100													
1990 H20 Lieutenant	6												6	
%	100													
1991 H20 Lieutenant	4		1		2								7	
%	57		14		29									
H30 Captain	4		1		4		2		1				12	
%	33.3		8.3		33.3		16.8		8.3					
H40 Batt. Chief	11		2		2								15	
%	73.4		13.3		13.3									

1 = White

2 = Black

3 = Hispanic

4 = Asian

5 = Filipino

6 = Amer. Indian

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 92 A-85

October 26, 1992

From: Chief of Department
To: Distribution List "A"
Subject: S.F.F.D. EEO Rule Violation and EEO Complaint and Appeals Procedure
Reference: Rules & Regulations, Section 402
Enclosure: S.F.F.D. EEO Rule Violation and EEO Complaint and Appeals Procedure

Officer Endorsement:

Sec. 1107 - R. & R. _____

1. Order Prescribed - Authority

Under the authority of Charter Section 3.500 of the City and County of San Francisco, the San Francisco Fire Commission of the San Francisco Fire Department does prescribe this General Order.


2. Purpose

This order is prescribed for the purpose of establishing an informal and a formal complaint procedure and the manner in which the "Charge of Discrimination" form shall be completed.

3. Mediation (Informal)

Prior or in conjunction to filing a formal complaint, members may avail themselves to mediation. However, once an EEO incident has occurred or a member should have known of a possible incident, the member has thirty (30) days in which to file a complaint. Mediation is available by calling the Affirmative Action Coordinator at Local 295. No tape recordings or written reports are taken during the informal mediation process. (Refer to G.O. 89 A-106.)

4. San Francisco Fire Department Complaint Procedure (Rule Violation)
5. San Francisco Fire Department Complaint Procedure (Formal)
6. San Francisco Fire Department Appeals Procedure
7. This General Order will supercede General Order 89 A-19 dated March 7, 1989. Remove and destroy General Order 89 A-19 from your General Order Binder.


Joseph A. Medina
Chief of Department



EEO Rule Violation vs. EEO Formal Complaint

When an incident regarding an EEO matter occurs, it can be handled in one of two ways: 1) the alleged victim can file a formal complaint with the Division of Management Services, or 2) the incident is reported to the Chief of Department through the chain of command.

1. Filing a formal EEO complaint.

If an employee feels he/she has been harassed or discriminated against based upon one of the protected areas covered by EEO law (race, sex, religion, physical or mental disability, etc.), he or she can file a formal EEO complaint with the Division of Management Services. Management Services will in turn assign the matter to be investigated. After the investigation is completed, Chief of Management Services along with the Review Committee will make a recommendation to the Chief of Department.

2. EEO Rule Violation

An incident of a possible EEO violation is covered by the same policies and procedures as any other rule violation. The incident is reported either by the alleged victim or the immediate officer to the Chief of Department through the chain of command. The Chief of Department then forwards the matter to one of the two deputy chiefs to have the matter investigated, similar to the way any other possible rule violation is handled. However, unlike other rule violation investigations, an investigation of a possible EEO investigation is taped. After the investigation, the deputy chief will make a recommendation to the Chief of Department.

In summary, when a possible incident of discrimination or harassment has occurred, the alleged victim need not file a formal complaint with Management Services for the matter to be handled or considered serious. As it is the responsibility of the Department to maintain a hostile-free workplace, the Department officers and chief officers must take every step necessary to ensure that no employee suffers from discrimination or harassment. Once an incident has become known, it is the responsibility of the immediate supervisor (officer) to bring it to the attention of the Chief of Department.

The investigation of a rule violation is completely separate from that of a formal EEO complaint. Should an individual file a formal EEO complaint while a possible EEO rule violation is being investigated, it will not be processed because it would duplicate an investigation already in progress. However, once the rule violation investigation is completed, it will be assigned to the review committee for a recommendation.

Timeline:

Formal EEO complaint - Must be filed within 30 days of occurrence of incident or when complainant was first aware of violation. Investigation shall be completed within 10 days.

Rule Violation - Verbal report should be filed immediately through the chain-of-command. A written report should follow within 24 hours. Investigation shall be completed within 10 days.

Documentation:

Formal EEO complaint - all activities are documented.

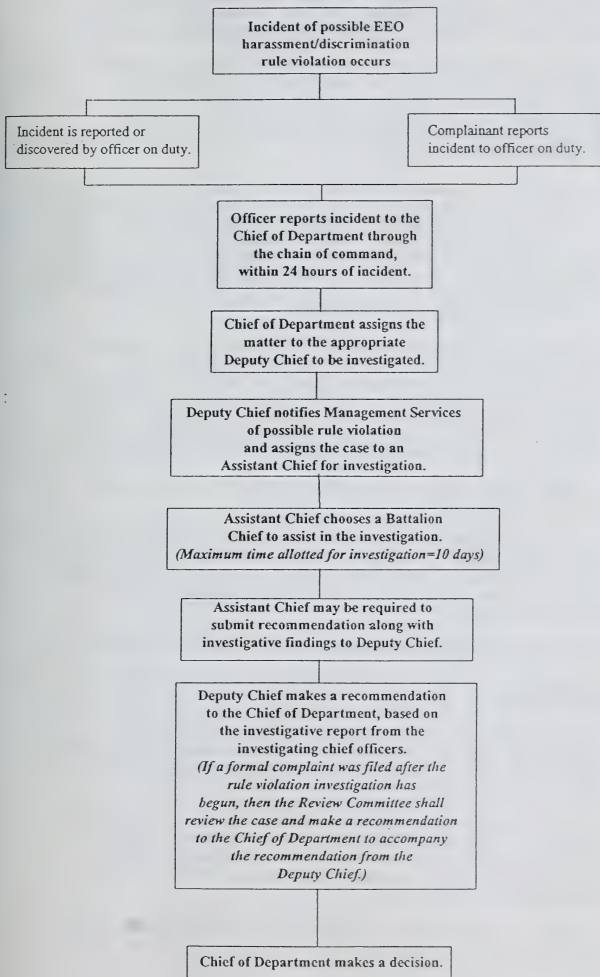
Rule Violation - all activities are documented.

San Francisco Fire Department

Complaint Procedure

RULE VIOLATION

SAN FRANCISCO FIRE DEPARTMENT
RULE VIOLATION
CASE PROCESSING FLOW CHART



Procedures for reporting possible EEO Rule Violations:

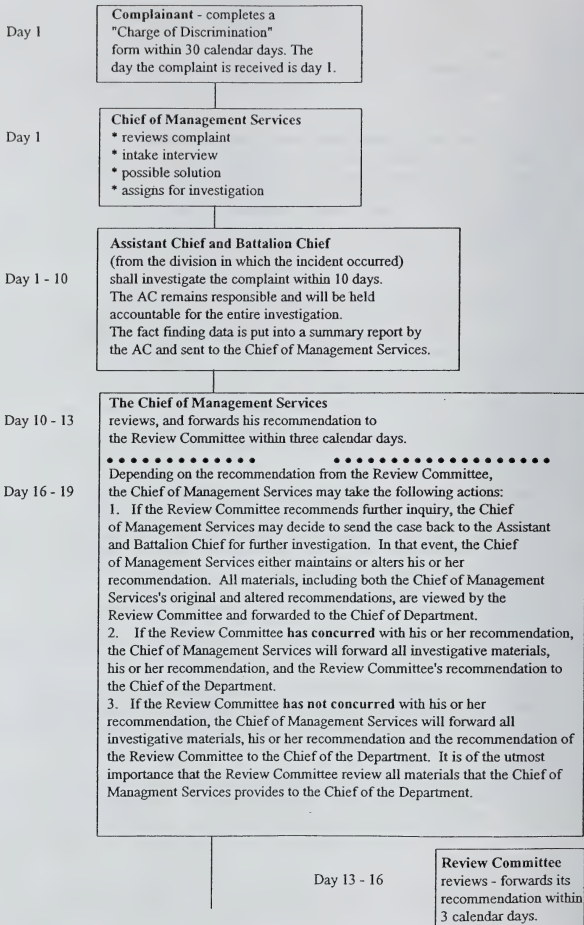
1. All officers are expected to use their best judgment when dealing with sensitive matters. Once you become aware of, or have knowledge of, an incident of discrimination or harassment, you must take immediate, appropriate, and corrective action.
2. There are several ways that you, as an officer, could become aware of an incident of discrimination or harassment. A violation could be committed in the presence of an officer or other supervisor; a violation could be reported by a member directly, a member who observed the incident, or a person who is not a member of the Department.

Once an officer is aware of a possible EEO rule violation, the information shall be sent to the Chief of Department through the chain of command in a sealed envelope marked confidential. Only those officers in the direct chain of command are to review the contents while maintaining strict confidentiality - the envelope must be re-sealed. A possible violation of the Department's EEO policy (General Order 91 A-2) is covered by the same policies and procedures as any rule violation.

3. Once the Chief of Department notifies the appropriate Deputy Chief, of a possible EEO rule violation, the Deputy Chief notifies the Chief of Management Services along with the Affirmative Action Officer. The Affirmative Action Officer is responsible for reporting any EEO incidents, or sexual harassment incidents, to the Civil Service Commission and the Commission on the Status of Women within five (5) working days.
4. The Deputy Chief assigns the rule violation to an Assistant Chief for investigation.
5. The primary responsibility of an investigator is to discover the facts of the matter. The role of the investigator is that of a neutral third party. Thus, the investigator must set aside any personal feelings concerning the employees involved and/or issues involved.
6. The investigation must be completed within (10) working days.
7. In a possible EEO rule violation investigation, all interviews must be taped.
8. Once a possible EEO rule violation has been completely investigated, the investigator will make a recommendation to the Deputy Chief, who in turn will make a recommendation to the Chief of Department.
9. If an individual chooses to simultaneously file a formal EEO complaint in Management Services, it will be held in abeyance pending the completion of the rule violation investigation. Once the investigation is completed, the case will go to the Review Committee for review.
10. By taking all the proper actions, the Department ensures that all the necessary steps are taken to maintain a hostile-free workplace.

San Francisco Fire Department
Formal Complaint Procedure
Division of Management Services

SAN FRANCISCO FIRE DEPARTMENT
EEO COMPLAINT
CASE PROCESSING FLOW CHART



(continued on next page)

Day 17 - 30

The Chief of Department will render his decision within 30 calendar days from the date the complaint was filed.

Day 30 - 45

The Commission will render its decision within 45 calendar days from the date the complaint was filed.

The Review Committee

The Review Committee was created to serve as a checks and balance within the complaint process. This committee enables protected class members to gain confidence in the complaint process by observing and critiquing the investigation until such time that the chief officer ranks are fully integrated.

The role of the Review Committee is to review the investigation conducted by the assistant and battalion chief assigned to ensure that all aspects of the investigation were conducted impartially. Once having reviewed all aspects of the investigation, the Review Committee will provide its input as to whether it agrees or disagrees with the findings of the investigators, and whether or not it feels that the recommendation made by the Chief of Management Services is supported by the findings. The input provided by the Review Committee is used by the Chief of Management Services to determine if the investigation was complete, if the investigation should be continued, and whether the process was conducted in an impartial manner.

The Review Committee is not to make any recommendations regarding discipline. For example, the Review Committee may note incidences of inappropriate or bias conduct during an investigation, but may not recommend how these acts should be dealt with.

The Review Committee consists of 24 members from Protected classes below the rank of Lieutenant: 6 Blacks, 6 Asians, 6 Hispanics, and 6 Women.

Only one member from each class listed above and two members from the protected class of the complainant shall review any one discrimination complaint.

The term of membership on the Review Committee shall not exceed two years.

San Francisco Fire Department – Review Committee

Asians

Frank Bonal
Samson Lai
Brian Leong
Ernest Li
Frank Morino
Barry Wong

Hispanics

Frank Arbeloa
Raul Francisco
Anesto Estrella
Rudy Labrado
Glen Ortiz-Shultz
Paul Vega

Blacks

Joseph Everett
Pete Fay
Joseph King
Eli Payton
Hugh Smith
Macheal Thomas, Jr.

Women

Kai Ali
Elise Duckett
Monica Fields
Sheila Hunter
Tracie McCulloch
Raemona McGregor

* Alternates:
Tyrone Pruitt
Kevin Smith

Alternates:
Theresa Gee
Lori Simpson

* These members had the next highest votes in the Review Committee election. Alternates shall be used if the members of their group promote or resign from the Review Committee, or are unavailable to hear a case. The groups, Hispanic and Asian, had no extra nominees.

Those names underlined have been appointed to the rank of Lieutenant since the time of the Review Committee elections held in August/September 1991. Thus, these individuals shall no longer be considered to review cases. The next Review Committee elections will be held in 1993 to replace those members whose term will be over and those who became ineligible due to promotion.

The EEO Complaint Process:

1. In order to meet the time schedule imposed on the Department by the Federal Court, it is important that formal complaints be filed in writing promptly. Discrimination complaints must be filed on the "Charge of Discrimination" form provided by the S.F.F.D. within 30 calendar days from (i) the date the alleged discriminatory incident occurred, or (ii) the date that the employee should have been aware of the discriminatory incident. Furthermore, the complainant must personally deliver his or her complaint to the Division of Management Services and immediately begin the complaint process with the intake interview. Any formal complaint filed against the Chief of Department will be forwarded to EEO Unit of the Civil Service Commission within 30 days.
2. When the formal complaint arrives at the office of the Division of Management Services, the Chief of Management Services will review the information and arrange for an immediate intake interview. Intake interviews allow the Department to explain fully the complaint process and to answer any questions that the complainant might have about the process. In addition, this initial interview affords the complainant an opportunity to present his or her complaint in greater detail, and allows the Division of Management Services to clarify the issues involved and determine if an investigation is warranted. Peer mediation remedies may also be presented at this time.

After the intake process has been completed, the Chief of Management Services will assign an Assistant Chief, who will choose a Battalion Chief to assist in conducting a detailed investigation. Both the Assistant and Battalion Chiefs shall be chosen from the division in which the incident occurred. Both will report immediately to the Division of Management Services.

3. The Chief of Management Services will inform the respondent(s) by letter that a complaint has been filed. The letter shall include the name of the complainant, the reason for the complaint, and the timetable of the complaint process. The letter will also stress the importance of confidentiality.
4. All Departmental personnel necessary for a full and fair investigation shall participate in the process. The Federal Court requires that this procedure be completed within 45 days, therefore no delays will be granted for sick and disability leave unless there is a compelling medical reason accompanied by supporting documentation from a physician.

5. Any delay in the timely completion of this complaint procedure shall be justified in writing to the Chief of the Division of Management Services. The Chief of the Division of Management Services will forward the reason for the delay in his or her report to the Chief of the Department. Ultimately, any extension of this process must be approved by the Court and will only be granted in extraordinary circumstances.

In addition, if the complainant fails to cooperate with the investigative process, the complaint shall be dismissed.

6. Both the Assistant and Battalion Chief shall be present in all interviews at all times. The investigation process will include a review of all available data, interviews with Department personnel, and any other actions necessary to gather relevant information. The investigative portion of the complaint process should take a maximum of ten (10) days.

Investigations are to be conducted in complete confidence. If any member of the Department violates this confidentiality requirement, he or she may be subject to disciplinary action, including termination.

7. Upon completion of the investigation, the Assistant Chief summarizes the results of the investigation, and sends this summary along with all investigative documents to the Chief of Management Services. The Chief of Management Services will review these materials and must make a recommendation within three (3) days. This recommendation, and all investigative materials (reports, transcripts, tapes, etc.), are forwarded to the Review Committee. The Review Committee will determine whether the investigation was thorough and procedurally correct. The Review Committee will have a maximum of three (3) days to complete its review and will forward its findings to the Chief of the Management Services. A final recommendation, the findings of the Review Committee and all investigative materials are submitted to the Chief of the Department.

In some cases, the Review Committee may recommend that the Chief of Management Services allow further inquiry before forwarding a final recommendation to the Chief of the Department. The Chief of Management Services may send the case back to the Assistant and Battalion Chief investigators for further inquiry. In that event, the Chief of Management Services either maintains or alters his or her original recommendation. All materials, including the Chief of Management Services's original and (final) altered recommendations, are viewed by the Review Committee and forwarded to the Chief of the Department.

8. The Chief of Department shall review the information and recommendations from the Chief of Management Services and the Review Committee and make his or her recommendation within thirty (30) days from the date the complaint was filed. The Chief of the Department shall send a letter to complainant and respondent(s) announcing his decision and briefly outlining the results of the investigation. This letter will also state any action to be taken by the Department as a result of the investigation of the complaint.
9. If the Chief of Department decides that the offense warrants discipline greater than 10 days of suspension, he may bring formal charges against the respondent which would remand the case to the Fire Commission for a formal hearing.

**San Francisco Fire Department
CHARGE OF DISCRIMINATION**

Complainant _____ Rank/Tour ____/____ ID# _____

Assignment _____ Business Telephone _____

Home Address _____

(Zip) _____

Home Telephone _____

1. I believe I was discriminated against because of my : (check only those which apply)

<input type="checkbox"/> Race/Color	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Phy./Mental Disability
<input type="checkbox"/> Sex	<input type="checkbox"/> National Origin	<input type="checkbox"/> Medical Condition
<input type="checkbox"/> Religion	<input type="checkbox"/> Opposition to Discrimination	<input type="checkbox"/> Pregnancy
<input type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Age (Over 40)	
<input type="checkbox"/> Other (please explain in question 7)		

2. I believe I was discriminated against by being:

<input type="checkbox"/> Fired	<input type="checkbox"/> Refused Promotion	<input type="checkbox"/> Demoted
<input type="checkbox"/> Transferred	<input type="checkbox"/> Harassed	<input type="checkbox"/> Laid Off
<input type="checkbox"/> Other (please explain in question 7)		

3. Date(s) of alleged discrimination: _____

4. Name of person(s) you believe discriminated against you.

5. Describe the occurrence leading to this complaint. (Attach additional sheets as necessary)

6. What reason(s), if any, were given for the action against you?
(Attach additional sheets as necessary)

7. Please summarize why you believe you were treated differently because of discrimination. Include examples of persons treated more favorably. (Attach additional sheets as necessary.)

8. List the names, ranks, and telephone numbers (if possible) of witnesses. Explain what you think each witness will be able to tell us.

Name	Title/Relationship	Telephone #'s	What can this witness tell us?
------	--------------------	---------------	--------------------------------

9. What remedy or corrective action are you seeking?

I declare under penalty or perjury that the foregoing is true and correct.

Date of Filing _____ Signature _____

HOW TO FILE A DISCRIMINATION COMPLAINT

The Division of Management Services is responsible for overseeing the complaint process in order to ensure that a thorough and impartial investigation is conducted. This will enable the Chief of Department to reach an objective decision regarding a violation of General Order 91 A-2.

Complaint Process

Basis:

General Order 91 A-2 covers differences in treatment of employees on the basis of race, religion, sex, national origin, ethnicity, age, physical or mental disability, political affiliation, sexual orientation, ancestry, marital status, color, medical condition (cancer related), or the conditions known as AIDS or ARC, by any member, officer, contractor, or Commissioner.

Complaints alleging violations of any Memorandum of Understanding, Letters of Agreement, or other policies applicable to worksite grievances concerning wages, hours, assignments, or other collective bargaining agreements or Department rules, policies, or procedures shall not be processed under the procedures established by this Order unless such are alleged to form the basis of a discrimination complaint as described in Section III A., B. and C. - G.O. 91 A-2.

This process does not preclude an individual's right to file a discrimination complaint with the Civil Services Commission, pursuant to the filing requirements of Civil Service Commission Rule 1-03 (F) nor does this section preclude an individual's right to file a complaint with any state and/or federal regulatory agency or to litigate for relief.

Filing:

The attached complaint discrimination form specifying in detail the basis of discrimination and the discriminatory action taken must be completed and hand-delivered to:

Chief, Division of Management Services

Filing Deadline:

Complaints of discrimination must be filed within 30 calendar days of the date the discriminatory action took place, or within 30 calendar days of the date the employee should have first become aware of the violation. Therefore, time is an important factor when filing a complaint. At the time of filing, the complainant must be prepared for the initial intake interview and the subsequent investigative interview to be conducted by the investigating Assistant Chief and Battalion Chief.

Intake Process:

The intake interview begins the complaint process.

Intake interviews allow the Department to explain fully the entire complaint process and allow the complainant to ask any questions regarding complaint procedures. In addition, this initial interview affords the complainant an opportunity to present his or her complaint in greater detail, and allows the Division of Management Services to clarify the issues involved and determine if an investigation is warranted (i.e. timely, legal basis, etc.).

The complainant may choose to have a representative present during the intake and subsequent interviews. Peer mediation remedies may also be presented at this time.

Investigation:

The investigation includes gathering and reviewing copies of relevant documents, interviewing co-workers and supervisors, and other actions considered necessary in order to obtain relevant information.

It is important to remember that the individual who brings forth the complaint is responsible for substantiating the charges. Therefore, it is necessary to cooperate with the investigator by providing any written material, names of individuals to interview, or any other information which would assist with the investigation.

A copy of all resolutions, formal or informal, shall be maintained with the SFFD Division of Management Services.

All resolutions of complaints must be consistent with applicable rules and regulations governing the SFFD.

San Francisco Fire Department
Appeals Procedure
Division of Management Services

NOTICE OF APPEAL OF CHIEF'S DECISION
RE: RACIAL/SEXUAL HARASSMENT

SAN FRANCISCO FIRE DEPARTMENT

NAME: _____

ADDRESS: _____

HOME PHONE: (____) _____

RANK: _____

NOTICE: THIS FORM MUST BE FILED PROMPTLY. IN THE CASE OF AN APPEAL FROM A DECISION BY THE CHIEF, YOU HAVE 14 DAYS FROM THE DATE OF THE DECISION TO FILE THIS APPEAL WITH THE MONITOR. IN THE CASE OF AN APPEAL FROM A DECISION BY THE MONITOR, YOU HAVE 14 DAYS FROM THE DATE OF THE DECISION TO FILE THIS APPEAL WITH THE COURT. FAILURE TO FILE A TIMELY APPEAL FORM SHALL WAIVE YOUR RIGHTS TO APPEAL. FOR MORE DETAILS, SEE GENERAL ORDER NO. _____

A. PLEASE CHECK THE APPROPRIATE BOX:

[] APPEAL TO THE MONITOR [] APPEAL TO THE DISTRICT COURT

B. DATE OF DECISION OF CHIEF OF DEPARTMENT/MONITOR FROM WHICH THIS APPEAL IS TAKEN: _____

C. DESCRIPTION OF CHIEF'S DECISION:

D. (If Appropriate) DESCRIPTION OF MONITOR'S DECISION:

E. BASES FOR OBJECTION TO CHIEF'S DECISION

1. IF YOU BELIEVE THE INVESTIGATION WAS NOT CONDUCTED PROPERLY, PLEASE EXPLAIN WHAT SHOULD OR SHOULD NOT HAVE BEEN DONE.

2. IF YOUR COMPLAINT WAS THE SUBJECT OF AN ADMINISTRATIVE HEARING BEFORE THE CHIEF OF DEPARTMENT, STATE ANY OBJECTION TO THE FAIRNESS OF THE HEARING. IF YOU BELIEVE THE HEARING WAS UNFAIR, PLEASE EXPLAIN WHAT SHOULD OR SHOULD NOT HAVE BEEN DONE.

3. IF YOU BELIEVE THE DECISION TO IMPOSE OR NOT TO IMPOSE DISCIPLINE WAS UNFAIR, PLEASE EXPLAIN WHY THE DECISION WAS UNFAIR.

4. IF YOU BELIEVE THE DISCIPLINE IMPOSED WAS UNFAIR, PLEASE STATE THE DISCIPLINE THAT SHOULD HAVE BEEN IMPOSED AND EXPLAIN WHY YOUR PROPOSAL IS FAIR.

5. PLEASE STATE AND EXPLAIN ANY OTHER OBJECTIONS TO THE CHIEF'S DECISION.

(When you have completed the form, please sign and date it below. You must file a copy of the form with the Chief's office at the same time you file the original.)

I DECLARE UNDER PENALTY OF PERJURY THAT THE FOREGOING IS TRUE AND CORRECT.

Signature

Date

Print or Type Name

**APPEALS WHEN CHIEF TAKES DISCIPLINARY
ACTION IN THE FORM OF SUSPENSION
(RESPONDENT)**

If you are the respondent of a complaint of harassment or discrimination, and the Chief takes direct disciplinary action against you, you have the option of appealing the Chief's decision to the Fire Commission if you do not agree with the decision. Any discipline other than suspension (i.e. counseling, reprimand, etc.) is not subject to appeal per Article 40, section 4001 of the Department's Rules and Regulations. This summary outlines the appeal process you must follow in such a situation.

You may appeal by contacting the Secretary to the Fire Commission no later than ten (10) days after the conclusion of such suspension.

APPEALS WHEN CHIEF TAKES DISCIPLINARY ACTION OR DISMISSES A COMPLAINT (COMPLAINANT)

If you file a complaint of harassment or discrimination against a member of the Department, and the Chief takes direct disciplinary action against the member, you have the option of appealing the Chief's decision to the Court Monitor if you are not satisfied with the decision. This summary outlines the appeal process you must follow in such a situation.

First, you must obtain a form from Management Services entitled: "Notice of Appeal of Decision re: Racial/Sexual Harassment Complaint." You must fill out this form and file it by mailing a copy to the Monitor and providing a second copy to the Chief's office. The Monitor's address is:

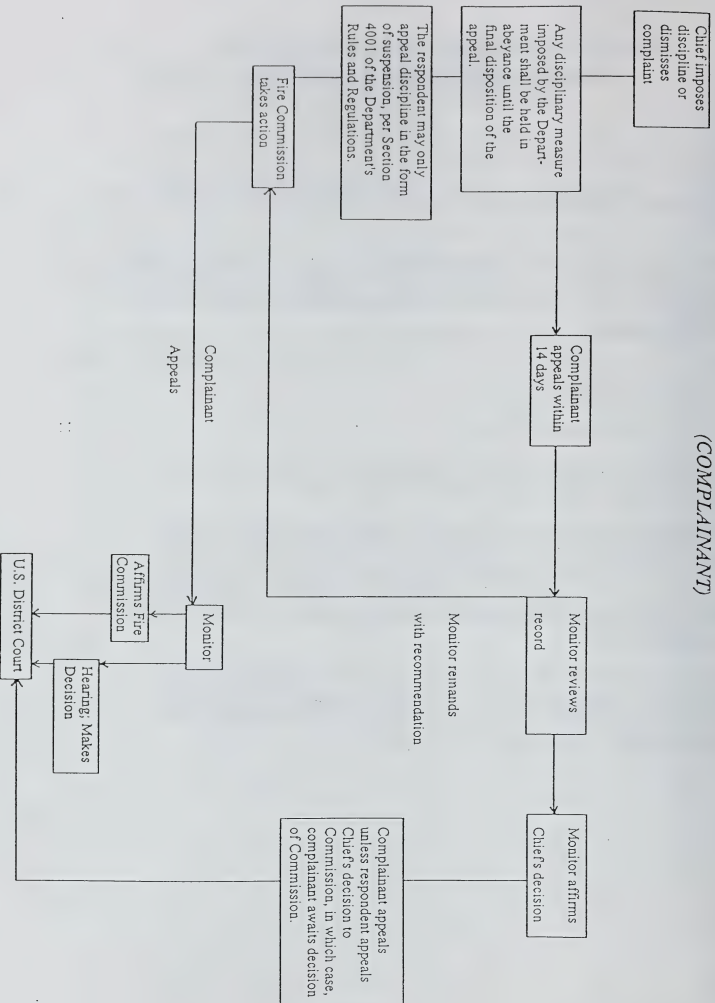
Barbara Phillips
Court Monitor
269 Anderson Street
San Francisco, CA 94110

The copy you send to the Monitor must be postmarked within 14 days of the date of the Chief's disciplinary decision, or you lose your right to appeal.

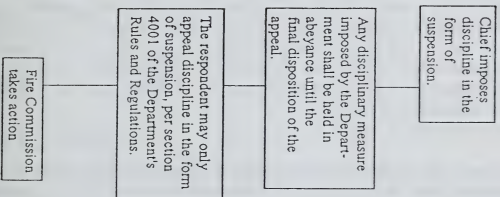
The Monitor will review the Chief's decision. She will either approve the Chief's decision or remand the matter to the Fire Commission for further action. If you are not satisfied with the Commission's decision, you may appeal the matter to the Monitor a second time. Again, the appeal must be mailed within 14 days of the Commission's decision. The Monitor will either affirm the Commission or hold a hearing and make her own disciplinary decision.

If you are not satisfied with the Monitor's decision, you may appeal to the U.S. District Court. You must appeal to the Court within 14 days of the Monitor's decision. To file your appeal with the Court, you must mail a copy of your appeal form to the Monitor and submit a second copy to the Chief's office.

SCENARIO NUMBER ONE: APPEALS WHEN CHIEF TAKES DISCIPLINARY ACTION OR DISMISSES A COMPLAINANT (COMPLAINANT)



SCENARIO NUMBER ONE: APPEALS WHEN CHIEF TAKES
DISCIPLINARY ACTION IN THE FORM OF SUSPENSION
(RESPONDENT)



APPEALS WHEN CHIEF BRINGS A MATTER BEFORE THE FIRE COMMISSION BY VERIFIED COMPLAINT

If the Chief files a verified complaint with the Fire Commission based on a complaint of harassment or discrimination you file against a member of the Department, the Commission will hear the matter according to its normal procedures. If the Commission determines that the member is guilty, the Chief will make a disciplinary recommendation to the Commission. The Commission will then consider the matter and impose discipline on the member. If you are not satisfied with the Commission's decision because you believe that the Chief's recommendation was too lenient, you have the option of appealing the recommendation to the Court Monitor. This summary outlines the appeal process you must follow in such a situation.

First, you must obtain a form from Management Services entitled: "Notice of Appeals of Decision re: Racial/Sexual Harassment Complaint." You must fill out this form and file it by mailing a copy to the Monitor and providing a second copy to the Chief's office. The Monitor's address is:

Barbara Phillips
Court Monitor
269 Anderson Street
San Francisco, CA 94110

The copy you send to the Monitor must be postmarked within 14 days of the date of the Commission's disciplinary decision, or you lose your right to appeal.

The Monitor will review the record and either affirm the Commission's decision or hold a hearing on the issue of discipline accordingly. If you are not satisfied with the Monitor's decision, you have the option of appealing the matter to the U.S. District Court.

You must appeal to the Court within 14 days of the date of the Commission's disciplinary decision. To file your appeal with the Court, you must mail a copy of your appeal form to the Monitor and submit a second copy to the Chief's office.

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 91 A-2

January 3, 1991

From: Chief of Department
To: Distribution List "A"
Subject: Equal Employment Opportunity Policy
Reference: Section 402, Rules & Regulations
Enclosure: None

Officer Endorsement:
Sec. 1107 - R. & R. _____

The San Francisco Fire Department continues its commitment of providing a workplace free from discrimination and harassment. Based on this commitment, this General Order (a reissue of 87-A-105) is being distributed to emphasize and reaffirm the Department's Equal Employment Opportunity Policy.

SECTION I: ORDER PRESCRIBED - AUTHORITY

Under the authority of Charter Section 3.500 of the City and County of San Francisco, the San Francisco Fire Commission and the San Francisco Fire Department does prescribe this General Order.

SECTION II: PURPOSE

This Order is prescribed for the purpose of establishing and implementing policies and procedures assuring all persons, uniformed and non-uniformed, who are employed by the San Francisco Fire Department of non-discriminatory treatment in the terms, conditions, and privileges of employment.

SECTION III: EQUAL EMPLOYMENT OPPORTUNITY POLICY

A. DISCRIMINATION PROHIBITED

1. It is the policy of the San Francisco Fire Department, as established by the authority of the Fire Commission and the Chief of the Department, to prohibit and prevent discrimination in the work environment.
2. Differences in treatment of employees on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color, medical condition (cancer related), or the conditions known as AIDS or ARC, by any member, officer, contractor, or Commissioner constitute illegal discrimination and are prohibited.
3. The following behavior of Department officials or supervisory employees also constitutes illegal discrimination:

- a. Failing to take corrective action when Department officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited discrimination on the job by anyone; or
- b. Retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to discrimination.

B. SEXUAL HARASSMENT PROHIBITED

1. In keeping with the Department's prohibitions against discrimination on the basis of sex, it is the policy of the San Francisco Fire Department that sexual harassment is unacceptable conduct in the work place and is prohibited. This policy applies to sexual harassment between supervisors and subordinates, co-workers, and/or between employees and non-employees of the Department on Fire Department property or off Fire Department property in the performance of Department assigned duties.
2. Under applicable federal, state, and local laws and regulations, the San Francisco Fire Department is responsible for its acts and those of its agents and employees with respect to sexual harassment.
3. Behavior which constitutes sexual harassment by supervisory and other employees includes but is not limited to the following:
 - a. Verbal harassment, e.g., epithets, derogatory comments or slurs;
 - b. Physical harassment, e.g, assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
 - c. Visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
 - d. Requests for sexual favors or unwanted sexual advances;

- e. Illustrations of the above listed behaviors include but are not limited to; leering and whistling, sexual innuendos and suggestive comments, pinching, grabbing, touching in a suggestive manner, distributing or posting sexually suggestive or sexually explicit photographs or drawings, viewing sexually explicit movies or television programs, wearing sexually provocative clothes or exposing oneself in a sexually provocative manner, vulgar or repeated foul language or sexually oriented jokes, remarks or gestures and voluntary participation in sexual relations when the advances leading to such relations are unwelcome.

when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career development of an employee or perspective employee, or is an explicit or implicit term or condition of employment.

- 4. For the purposes of this section, the following behavior of Department officials and supervisory employees also constitutes sexual harassment:
 - a. Failing to take corrective action when Department officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
 - b. Retaliation against an employee or applicant for employment because of a complaint that an employee or applicant was subjected to sexual harassment.

C. SLURS PROHIBITED

- 1. A slur includes but is not limited to any verbal communication, poster, photograph, drawing, symbol, gesture, or other written material which by its utterance, posting or publication has the effect intentional or otherwise of bringing ridicule or causing harm to any individual on any basis stated in Section III A, 2 of this order.
- 2. Any such communications that are or may be interpreted to be slurs as described above, is prohibited from any and all Fire Department activities, installations, and rolling stock.

3. It is the responsibility of all personnel, supervisory or non-supervisory to recognize and properly report any activity that may be categorized as offensive to any member of the Department. Any such reported activity that is substantiated by evidence will cause necessary and appropriate disciplinary action to be taken.

SECTION IV: FILING A COMPLAINT OF DISCRIMINATION

- A. Any employee may file a complaint alleging that he or she has been discriminated against on any basis enumerated in Section III A, B, C of this Order by any member, officer, contractor, or Commissioner of the San Francisco Fire Department.
 - B. Filing a complaint under this order shall consist of:
 1. Submission of a written statement to the San Francisco Fire Department's Equal Employment Opportunity Unit on the SFFD approved form for the filing of such complaints.*
- *The SFFD EEO UNIT is under the direction of the Assistant Chief, Management Services Division.
- C. The Complaint must clearly state the basis upon which the employee is complaining and must further provide a statement as to the specific employment action complained of and the date of the alleged violation.
 - D. The Complainant bears the burden of proof and toward this end, should also provide supporting documents, names of witnesses and/or other facts that tend to corroborate the charge.
 - E. Complaints alleging violations of any Memorandum of Understanding, Letters of Agreement, or other policies applicable to worksite grievances concerning wages, hours, assignments, or other work conditions which have been established through collective bargaining agreements or department rules, policies, or procedures shall not be processed under the procedures established by this Order unless such are alleged to form the basis of a discrimination complaint as described in Section III A., B. and C.
 - F. This section does not preclude an individual's right to file a discrimination complaint with the Civil Service Commission, pursuant to the filing requirements of Civil Service Commission Rule 1-03(F). Nor does this section preclude an individual's right to file a complaint with any state and/or federal regulatory agency or to litigate for relief.

SECTION V: FILING DEADLINE REQUIREMENT

- A. All complaints filed pursuant to the requirements established in Section IV A & B of this Order, must be filed within thirty (30) calendar days of the alleged discriminatory action, or within thirty (30) calendar days of the date Complainant should have been aware of the alleged violation.

SECTION VI: DISCRIMINATION COMPLAINT INVESTIGATION PROCESS

- A. The sole purpose of proceedings under this section is to provide a mechanism for the investigation and resolution of charges of discrimination meeting the jurisdiction of this Order, and to provide an appropriate remedy for the complainant where it is determined that discrimination prohibited by this Order has occurred. Investigations shall be conducted pursuant to procedures established by the Chief of the Department.

B. COMPLAINT INVESTIGATIONS

1. Upon receipt of a complaint the EEO Unit shall contact the Complainant for the purposes of scheduling and conducting an intake interview wherein all information relevant to the allegations shall be reviewed.
2. Notification of the complaint shall immediately be forwarded to the appropriate Deputy Chief and the individual complained against.
3. Within fifteen (15) calendar days of receipt of the Complaint, the EEO Unit shall contact both parties to determine if resolution is possible. Resolution of complaints is strongly encouraged and all resolutions shall be affected in accordance with Section IX of this order.
4. If attempts at resolution fail, the EEO Unit shall conduct an investigation of the charges. Such investigative authority shall include obtaining and reviewing relevant documents, interviewing witnesses and other relevant parties and other such actions which may be necessary to obtain information pertinent to the specifics of the charge.

5. At the conclusion of such investigation, the EEO Unit shall prepare and submit to the Chief of the Department a written report including all findings of fact, supporting documents, and recommendations of disposition.
6. An employee being interviewed because of a complaint that he or she has violated this order shall be entitled to:
 - a. the presence of an individual of their choice during the interview, and consultation with that individual prior to and during the interview,
 - b. notification of the specific charges of the complaint within a reasonable time of the interview, including notification of the nature of the investigation and the names of the individuals conducting such investigation,
 - c. a tape recording of their interview.

SECTION VII: COMPLAINT REVIEW/DETERMINATION

- A. The Chief of the Department shall review all written reports, statements, and recommendations forwarded pursuant to investigations conducted under Sec. III A, B & C of this order and shall make a determination as to the disposition of a complaint. His determination shall be forwarded to the complainant and party complained against. Upon a finding that discrimination prohibited by this order has occurred, or, as is otherwise indicated, the Chief shall take corrective action including but not limited to ordering appropriate remedies and/or taking disciplinary action, in accordance with the provision and authority of local laws, the Charter, and applicable rule and regulations of the San Francisco Fire Department and its Commission.

SECTION VIII: RETALIATION PROHIBITED

- A. Employees are protected by laws and Department policy from retaliation for having filed a complaint, testified, supplied evidence, assisted or participated in an investigation. Retaliation may be any action which might intimidate or threaten an employee involved in a complaint. It is essential that Officers conduct themselves in a manner that is not retaliatory. Interaction with such employees should be on an "as usual" basis.

- B. If an employee feels he/she is a victim of retaliation, a complaint may be filed using the procedures as outlined in Section IV of this Order.

SECTION IX: SETTLEMENT OF COMPLAINTS

- A. The resolution of complaints filed pursuant to the provisions of this Order is strongly encouraged. Any complaint may be resolved at any time prior to, during, or after investigation.
- B. All complaint resolutions whether formal or informal shall be documented in writing with copies forwarded to the parties involved.
- C. Where a resolution is developed as a result of a formal No Fault Settlement Agreement, it shall be signed by both the Complainant and the Chief of the Department or the Chief's delegate with copies forwarded to the parties involved.
- D. A copy of all resolutions, formal or informal, shall be maintained with the SFFD EEO Unit.
- E. All resolutions of complaints must be consistent with applicable rules and regulations governing the SFFD.

SECTION X: MANAGEMENT RESPONSIBILITY; AUTHORITY AND DUTIES

- A. Officers must assure that uniform treatment, as prescribed in this Order, is the rule and they must be alert for and be responsive to situations which may be viewed as discriminatory even when no complaints are raised.
- B. All Officers have the responsibility of ensuring that units under their command are in compliance with department policy and they shall be held accountable for creating a work environment that is free of discrimination. All Superior Officers shall note particularly that subordinate officers are aggressively ensuring compliance with this Order.
- C. If superior officers determine that subordinate officers are not or will not vigorously implement this department policy, they are authorized to request the reassignment of such subordinate officer, in writing and through normal channels, to the Chief.

- D. Chief officers shall take an active interest in the implementation of this order and Battalion chiefs, particularly, shall regularly confer with Captains under their supervision and shall provide assistance and support to Captains in implementing and enforcing the provisions of this order.
- E. Employees and officers whose actions are determined to be contrary to this policy shall be handled as a situation where job requirements are not being met. Supervising officers shall have the authority to take the following steps, as determined by the nature and seriousness of the offense:
 - 1. Counsel and suggest steps aimed at improvement. Such counseling shall be noted in the employee's annual performance evaluation.
 - 2. Enforcement of any disciplinary actions provided for in the rules and regulations of the San Francisco Fire Department, including but not limited to, the restriction of trades, other work site assignments, and requests for the reassignment of subordinate officers and other uniformed and non-uniformed personnel.
 - 3. Preferring charges against such employees and officers, in accordance with applicable rules, regulations, and general orders of the Department. Such charges may, upon a for cause finding, result in disciplinary actions up to and including dismissal.
 - 4. Any actions taken shall be documented in the appropriate journal of the appropriate Station, Battalion, and/or Division. Such documentation shall note the employee disciplined, the reason for discipline, the date of discipline, the supervisor implementing the discipline, and the specific action taken. Notification of such action shall be forwarded to the EEO Unit and the Chief of the Department, through channels, within five (5) calendar days.
- F. Nothing in this section shall limit or preclude supervisors from taking any corrective and/or disciplinary action which is otherwise provided for in the rules, regulations, and general orders of the department.

- G. Prevention is the best tool for the elimination of discrimination. In this regard, all Officers have the responsibility to assure that members under their supervision understand and are in compliance with the policy and provisions of this Order. All Officers shall maintain a copy of this Order and shall use it to advise employees as to the procedures and requirements for the filing of discrimination complaints.

SECTION XI: CONFIDENTIALITY

- A. All complaints shall be treated in a confidential manner and information shall be disclosed only to the extent necessary to investigate or resolve the complaint.
- B. The contents of any investigative file, including interviews, correspondence, investigative notes, or recommendations shall be kept confidential and may not be disclosed. Nor shall copies of such materials be provided to any party or to any other person, except as may be necessary to permit resolution of the matter by the Chief or the EEO Unit.

SECTION XII: REPORTING REQUIREMENT

- A. An Officer who receives a complaint alleging discrimination or sexual harassment shall be required to inform the SFFD EEO Unit, in writing on the approved Department form, within three calendar days of receipt. All complaints, whether formal or informal, verbal or written shall require reporting under this section.
- B. The SFFD EEO Unit shall be required to report the receipt of complaints of sexual harassment to the Civil Service Commission EEO Unit within five working days of the receipt of the complaint from the Officer.
- C. The SFFD EEO Unit shall maintain statistics of all EEO complaints received and shall report these to the Chief of the Department on a quarterly and annual basis.

Remove and destroy General Order 87-A-105.



Frederick F. Postel
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
UNIFORMED FORCE - RANK BY RACE AND SEX

DATE: 11/1/92

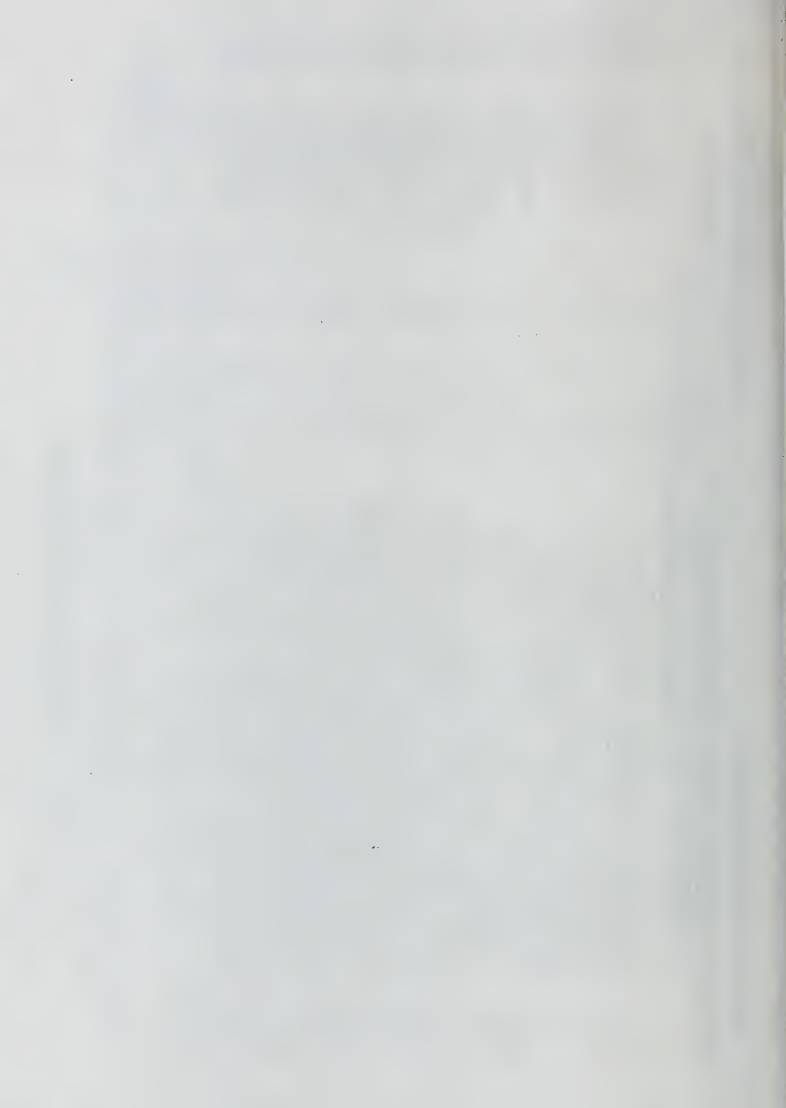
1 - WHITE
2 - BLACK
3 - HISPANIC
4 - ASIAN/PACIFIC ISLANDER
5 - FILIPINO
6 - AMER.INDIAN/OTHER

CLASSIFICATION - RACE/SEX

CLASS	TITLE	AUTHORIZED POSITIONS	APPOINTMENTS PERM	TEMP	CLASSIFICATION - RACE/SEX												TOTAL								
					1			2			3			4			5			6			M	F	
					M	F		M	F		M	F		M	F		M	F		M	F				
H140	Chief of Dept.	1	1									1											1		
H150	Deputy Chief	1	1		1																		1		
H145	Asst. Dep. Chief	1	0		0																		0		
H51	A/D Chief II	1	1					1															1		
H50	Asst. Chief	15	8		8						0												8		
H40	Batt. Chief	44*	34		29			2			3												34		
H39	Capt. Training	2	2		1			1															2		
H30	Captain	79*	77		59			6			8			3			1						77		
H29	Spec. Svc. Officer	1	1					1			1												1		
H28	Lt. Training	7	5		2			2			1												5		
H20	Lieutenant	203	195		144			2	19	0	18		1	6			4						192	3	
H19	Op. Training Sup	1	1		1																		1		
H18	Coor. Comm. Svcs	1																							
H16	Tech. Train. Spec.	1	1																				1		
H10	Chief's Aide	56	44		1												1						42	2	
H2	Firefighter	1054	1019		34			1	5	1	2			0			1						978	41	
H32	Capt. Div. F&I	2*	0		706			26	81	9	96		4	73		2	19						0	0	
H24	Lt. BFI	1			0																		0		
H22	Lt. BFP	5*	1		0																		4		
H6	Investig. BFI	11	9		3			4			2												10		
H4	Inspect. BFP	21*	20		13			8			4			1		2							20	0	
H120	Pilot/Fireboat	3	3		3			3															3	0	
H110	Mar. Eng. Firebt	3	3		3																		3	0	
TOTAL		1514	1426	4	1017			29	117	10	136		5	83		2	27		0		4		0	1384	46
PERCENTAGE			99.7	0.3	71.1			2.0	8.2	0.7	9.5		0.3	5.8		0.1	1.9		0.0		0.3		0.0	96.8	3.2

* Reflects changes in 1992-93 authorized positions

Provided by Management Services, SFFD



HEALTH SERVICE SYSTEM

AFFIRMATIVE ACTION PLAN

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I. INTRODUCTION

The Health Service System was established by Charter Amendment in March of 1937 and has been conducting business officially since October, 1938. In 1961, the Health Service System became a fully budgeted department of the City and County of San Francisco.

The department and the Health Service Board which sets its policy are charged with the responsibility of providing health and welfare benefits to all active and retired employees of the City, School District and Community College District and their departments.

The Board is composed of three members elected from the membership at large, two ex-officio members from City government, and two members appointed by the Mayor. The Board appoints an Executive Director to administer the system.

The primary responsibilities of the Health Service System are to maintain all membership functions associated with employees health, dental, disability, dependent care assistance program and Federal Code Section 125 Plan benefits and in addition to administer an indemnity/PPO health plan as one of those plans offered to employees and their dependents.

II. POLICY STATEMENT

To: All Department Employees

Re: Equal Employment Opportunity and Affirmative Action Policy

Consistent with policies of the Mayor, the Board of Supervisors, and the Civil Service Commission, the Health Service Board, and I, as chief executive for this Department, are committed to equal opportunity and affirmative action in all employment decisions.

This policy of equal employment opportunity and affirmative action and the Department's Affirmative Action Plan shall be consistent with federal, state and local laws, guidelines and requirements which govern Equal Employment Opportunity and Affirmative Action governing fair employment.

It is the policy of the Health Service System to afford equal employment opportunity and non-discrimination for all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related), AIDS/ARC/HIV infection, age, religion, political affiliation.

However, experience has demonstrated that a policy of nondiscrimination in itself is not sufficient to erase within the foreseeable future the accumulated burdens imposed on women and minorities who have historically suffered from systematic discrimination. Therefore, the Health Service System has and will take affirmative action to:

Recruit, hire, and promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, age, physical handicap or other disabilities, political affiliation, or sexual orientation except in the case of a bona-fide occupational qualification;

Base employment decisions so as to further the principle of equal employment opportunity;

Insure that all facilities of the Health Service System are available to all employees on a nondiscriminatory basis.

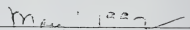
The affirmative action steps including goals and time tables set forth in the Health Service Systems Affirmative Action Plan shall address all personnel decisions including recruitment, selection, hiring, promotion, transfer, training, compensation, assignment, benefits, layoff, reinstatement, discipline and termination.

The successful achievement of the Affirmative Action Plan requires maximum cooperation among all Health Service System employees. In fulfilling its part in this cooperative effort, the administration of this department is obligated to lead the way by establishing and implementing affirmative procedures and practices which will achieve the objectives of equal opportunity for all.

Any employee or applicant who wishes to make a complaint of discrimination may contact their supervisor, appointing officer, or the Civil Service Commission Equal Employment Opportunity Unit at 554-4735.



Executive Director
Health Service System



Date

III. DESIGNATION OF RESPONSIBILITY

- A. The Administrative Assistant to the Executive Director of the Health Service System will have overall responsibility for implementation of the department's Affirmative Action Plan. He or she will also be responsible for:

appointment of the Affirmative Action Coordinator;

development of the Department's annual employment goals to address those minority groups who are reflected as underutilized;

establishment of the Department's policy on equal employment opportunity and affirmative action;

annual evaluation of the Affirmative Action Coordinator; and

reporting on the Department's affirmative action.

- B. Affirmative Action Coordinator's Responsibility.

The Personnel and Payroll Officer will be designated as the department's Affirmative Action Coordinator and will develop and implement a written Affirmative Action Program with provisions for review and annual updates.

The Personnel and Payroll Officer will develop and implement a written Affirmative Action Program with provisions for review and annual updates.

He or she will analyze departmental employment data to identify problem areas and address those areas.

He or she will report as required to the Civil Service Commission and Human Rights Commission on the effectiveness of the Departmental Affirmative Action Program and will serve as liaison between departmental staff, the Civil Service Commission, the Human Rights Commission, and concerned organizations.

- C. Other Departmental Supervisor's Responsibility.

All Departmental Supervisors are charged with carrying out equal employment opportunity and affirmative action steps.

IV. UTILIZATION ANALYSIS

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>11 (25.6%)</u>			
<u>Black</u>	<u>5 (11.6%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>6 (14.0%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>7 (16.3%)</u>	<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>14 (32.6%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>11 (25.6%)</u>			
<u>Female</u>	<u>32 (74.4%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>43</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

V. **NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S PERFORMANCE**

As demonstrated by the departmental composition and utilization analysis report, the department has exceeded in the past and continues to exceed the percentage of minorities and women available in the San Francisco labor market in all categories but American Indian which comprises only 0.4% of the available labor market.

The department will continue to monitor and address any areas which because of labor turnover may require acknowledgment and subsequent action to address.

VI. GOALS AND TIMETABLES

The Health Service System shall strive to maintain a work force whose composition in all occupational categories and employment levels relative to this department reflects the distribution of minorities and women in the San Francisco labor force.

It shall be the goal of this department during the fiscal year ending June 30, 1993 to fill those positions which become vacant with qualified individuals in those areas of underutilization reflected in the utilization analysis of our current labor force.

It should be noted that there is currently no area of underutilization identified.

	<u>San Francisco Labor Force</u>	<u>Health Service System Labor Force</u>
White	67.8%	25.6%
Black	9.9	11.6
Hispanic	11.2	14.0
Asian	15.3	16.3
Filipino	5.4	32.6
American Indian	<u>0.4</u>	<u>--</u>
	100.0%	100.0%
Male	54.8	25.6%
Female	<u>45.2</u>	<u>74.4</u>
	100.0%	100.0%

VII. DEVELOP AND IMPLEMENT AFFIRMATIVE ACTION PROGRAMS

The Health Service System will work cooperatively with the Civil Service Commission and Human Rights Commission in the area of recruitment to identify publications, organizations, and institutions through which targeted minorities could be reached.

We will also work with Civil Service in the review and development of accurate job descriptions and requirements to eliminate those areas, if they exist, which constitute inadvertent discrimination.

Any temporary appointments made by the department will take into consideration those groups which are reflected as underutilized. Temporary promotional appointments will be based on performance, seniority, and affirmative action goals.

Each new employee will receive a copy of the Employee Handbook of the City and County of San Francisco issued by the Civil Service Commission. This Handbook outlines some of the basic personnel policies, rules and procedures which are followed under the City Civil Service provisions, and also summarizes some of the services and benefits provided to City employees.

The department will strive within the training resources and funds available to provide the quality and depth of training which will enhance the job success and promotional opportunities for all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related), AIDS; ARC/HIV infection, age, religion, and political affiliation.

The department will promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, age, physical handicap or other disabilities, political affiliation, or sexual orientation except in the case of a bona-fide occupational qualification.

The Affirmative Action Coordinator will have responsibility for development and implementation of Affirmative Action Programs.

VIII. AUDIT AND REPORTING

The Executive Director and Affirmative Action Coordinator will annually evaluate the progress of the affirmative action program by maintaining pertinent data and submitting that data to Civil Service, the Human Rights Commission, and other interested parties annually or as required.

The Affirmative Action Coordinator will be responsible for on-going monitoring and evaluation and the departmental payroll clerk for maintenance of records.

The Affirmative Action Coordinator /Payroll and Personnel officer will maintain records of employment interview evaluations and decisions made by interview panels and personnel responsible for hiring.

IX. DISSEMINATION OF AFFIRMATIVE ACTION PROGRAM

All departmental supervisors will be apprised of the department's affirmative action policy by written memorandum and oral communication. Samples enclosed.

Every employee will be apprised of the department's affirmative action policy via the Executive Director's policy statement to be distributed to each employee and the availability of the plan for review by any interested employee as well as the public.

Each new employee will receive a copy of the departmental Equal Opportunity and Affirmative Action Policy statement upon commencement of employment.

A copy of the departmental Affirmative Action Policy will be posted at all times on the employee's bulletin board.

A copy of the Plan will be available upon verbal or written request to any person or entity by contacting the Health Service System at 1155 Market Street, San Francisco, CA 94103.

Class	AP Type	WHITE Male	WHITE Female	BLACK Male	BLACK Female	HISPANIC Male	HISPANIC Female	ASIAN Male	ASIAN Female	FILIPINO Male	FILIPINO Female	AHER Male	IND Female	TOTAL Male	TOTAL Female	GRAND TOTAL
33 HEALTH SERVICE SYSTEM																
A OFFICIALS & ADMINISTRATORS																
A	1108 EXEC DIRECTOR, HEALTH SERVICE SYSTEM....	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00
B	PROFESSIONALS	1650 ACCOUNTANT.....	0	0	0	0	0	1	1	0	0	0	0	1	1	2
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00	100.00
B	1652 SENIOR ACCOUNTANT.....	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00
B	1654 PRINCIPAL ACCOUNTANT.....	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	Total Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00
B	MEMBERSHIP REP., HEALTH SERVICE SYSTEM....	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
	Total Pct	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
B	ADMIN ASST TO EXEC DIRECTOR, HEALTH SERV	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	Total Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00

Class	AP Type	WHITE Male	WHITE Female	BLACK Male	BLACK Female	HISPANIC Male	HISPANIC Female	ASIAN Male	ASIAN Female	FILIPINO Male	FILIPINO Female	AMER Male	AMER Female	IND Male	IND Female	TOTAL Male	TOTAL Female	GRAND TOTAL
1838	Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
B 2236	MEDICAL ADVISOR, HEALTH SERVICE SYSTEM..																	
2236	PE	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
2236	Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	Pct	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
B	Total	3	1	0	0	0	0	0	0	1	2	0	0	0	0	5	2	7
	Pct	42.85	14.28	0.00	0.00	0.00	0.00	0.00	0.00	14.28	28.57	0.00	0.00	0.00	0.00	71.42	28.57	
F	OFFICE / CLERICAL																	
F 1404	CLERK.....																	
1404	MCS	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	2
1404	PCS	0	0	0	0	0	0	0	0	2	1	0	0	0	0	1	0	1
1404	Total	0	0	0	0	0	0	0	2	1	1	0	0	0	0	1	2	3
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	66.66	33.33	0.00	0.00	0.00	0.00	0.00	33.33	66.66	
F 1408	PRINCIPAL CLERK.....																	
1408	PCS	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
1408	Total	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
	Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
F 1424	CLERK TYPIST.....																	
1424	PCS	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1
1424	Total	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
	Pct	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	
F 1426	SENIOR CLERK TYPIST.....																	
1426	MCS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1426	PCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1426	Total	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
	Pct	50.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	
F 1446	SECRETARY II.....																	
1446	PCS	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1

AP Class Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1446 Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	100.00	
F 1474 CLAIMS PROCESS CLERK.....															
1474 TCS	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
1474 Total	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Pct	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
F 1476 SENIOR CLAIMS PROCESS CLERK.....															
1476 PCS	0	1	0	1	0	0	1	0	0	2	0	0	0	0	5
1476 Total	0	1	0	1	0	0	1	0	0	2	0	0	0	0	5
Pct	0.00	20.00	0.00	20.00	0.00	0.00	20.00	0.00	0.00	40.00	0.00	0.00	0.00	0.00	100.00
F 8168 MEDICAL CLAIMS ASSISTANT SUPERVISOR.....															
8168 LT	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
8168 Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Pct	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00
F 8170 MEDICAL CLAIMS SUPERVISOR.....															
8170 PCS	0	0	0	1	0	0	1	0	0	0	0	0	0	0	2
8170 Total	0	0	0	1	0	0	1	0	0	0	0	0	0	0	2
Pct	0.00	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
F Total															
Pct	5.88	5.88	0.00	23.52	0.00	5.88	29.41	5.88	23.52	0.00	0.00	0.00	11.76	88.23	17
X ELECTED / EXEMPT															
X A962 EMPLOYEE BENEFITS TECHNICIAN.....															
A962 LT	1	3	0	1	1	3	0	1	1	6	0	0	3	2	17
A962 NCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
A962 Total	1	3	0	1	1	3	0	1	1	6	0	0	3	2	18
Pct	5.55	16.66	0.00	5.55	5.55	22.22	0.00	5.55	5.55	33.33	0.00	0.00	16.66	83.33	18
X Total															
Pct	5.55	16.66	0.00	5.55	5.55	22.22	0.00	5.55	5.55	33.33	0.00	0.00	16.66	83.33	18

Class Type	WHITE		BLACK		HISPANIC		ASIAN		FILIPINO		AMER IND		TOTAL		GRAND TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
33 HEALTH SERVICE SYSTEM															
Total	6	5	0	5	1	5	0	7	4	10	0	0	11	32	43
Pct	13.95	11.62	0.00	11.62	2.32	11.62	0.00	16.27	9.30	23.25	0.00	0.00	25.58	74.41	

Ww/ File - CSC

City and County of San Francisco

Civil Service Commission



May 9, 1988

MEMORANDUM

To: All Appointing Officers
Departmental Personnel Officers
Employee Organization Representatives

From: John J. Walsh
General Manager, Personnel

SUBJECT: CIVIL SERVICE COMMISSION POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

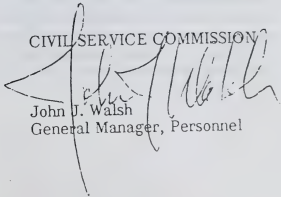
On May 2, 1988 the Civil Service Commission approved and adopted the attached policy statement prohibiting discrimination in employment on the basis of AIDS, ARC, HIV Infection or any medical signs or symptoms thereof.

In adopting this policy it is the intent of the Civil Service Commission to establish a city-wide standard regarding issues related to AIDS, ARC, and HIV in the employment setting.

All City Departments and Commissions are urged to review this policy and its provisions and adopt this or similar statements. The Civil Service Commission urges Departments and Commissions to take appropriate steps to educate employees on the non-discrimination provisions of the policy and to implement education programs on AIDS, ARC and HIV infection.

Questions regarding this policy should be directed to Alayne MacArthur, 151 City Hall, 554-4738.

CIVIL SERVICE COMMISSION


John J. Walsh
General Manager, Personnel

cc: Mayor's Office
Board of Supervisors



CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

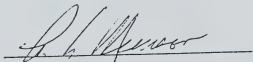
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

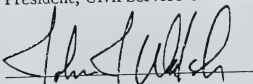
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

CIVIL SERVICE COMMISSION



A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel



September 2, 1980
Reissued: May 12, 1988

MEMORANDUM

To : All Appointing Officers
Departmental Personnel Officers
Employees and Employee Organization Representatives

From : John J. Walsh
General Manager, Personnel

SUBJECT : POLICY REGARDING THE USE OF SLURS BY CITY OFFICIALS AND EMPLOYEES

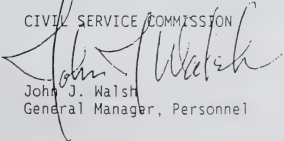
At its meeting of August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by City officials and employees:

"IT IS THE POLICY OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL TREATMENT AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME, AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMOTING ILL WILL AND RANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY CITY OFFICIALS OR EMPLOYEES WILL BE CONSIDERED BY COMMISSIONS, DEPARTMENTS, AGENCIES, BOARDS, OR APPOINTING AUTHORITIES AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID CITY OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF CITY EMPLOYEES."

It is requested that each commission, board and department adopt this policy and that it be widely disseminated to and rigorously enforced by every officer and employee of the City and County. Please notify the Civil Service Commission and the Human Rights Commission in writing of action taken to implement this policy and forward copies of commission or board resolutions and departmental orders or directives to both agencies.

CIVIL SERVICE COMMISSION


John J. Walsh
General Manager, Personnel



December 5, 1988

MEMORANDUM

TO: All Appointing Officers
Departmental Personnel Officers

FROM: John J. Walsh
General Manager, Personnel

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)
GUIDELINES ON SEXUAL HARASSMENT

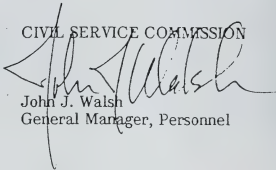
On October 25, 1988 the United States Equal Employment Opportunity Commission (EEOC) issued a policy statement and guidelines enumerating the standards it will use in defining sexual harassment, determining whether sexual harassment has occurred, evaluating evidence of such harassment and establishing employer liability for the actions of supervisors.

The Civil Service Commission is distributing these guidelines to all departments and advises that departmental personnel responsible for investigating internal complaints review them to assure that such investigations conform with the provisions of the EEOC policy.

The Civil Service Commission reiterates its recommendation that all departments establish an internal procedure for the reporting and investigation of such complaints and that this procedure be communicated to all employees. These steps will greatly enhance the City's and the department's efforts to prevent and respond appropriately to allegations of sexual harassment, thereby limiting both municipal and personal liability.

Please direct any questions regarding these policy guidelines to Alayne MacArthur at 554-4738.

CIVIL SERVICE COMMISSION



John J. Walsh
General Manager, Personnel

[¶ 5168] EEOC Gives Guidance on Current Issues of Sexual Harassment

EEOC Policy Guidance, N-915.035, October 25, 1988.

Title VII—Civil Rights of 1964

Sexual Harassment—Rejection of Sexual Advances—Determination of Unwelcomeness.—The EEOC gives the following guidelines for determining whether sexual advances alleged in sex harassment cases were unwelcome: (1) where there is some indication that sexual advances have been welcomed or when the credibility of the parties is in issue, a charging party's claim will be considerably strengthened if she made a contemporaneous complaint or protest; (2) given that victims may fear repercussions if they complain, however, a complaint or protest is not a necessary element of a claim; (3) the complainant's conduct should be examined to determine if it is consistent, or inconsistent, with her assertion that alleged harassment was unwelcome; and (4) any past conduct of the complainant that is offered to show "welcomeness" must relate to the alleged harasser.

Back reference.—¶ 240.87.

Sexual Harassment—Initial Bias Showing—Evaluation of Evidence.—In light of the private nature of sexual conduct, resolution of a sex harassment claim often depends on the parties' credibility, states the EEOC in a policy guidance. Consequently, the complainant and the alleged harasser should be questioned in detail, and corroborative evidence of any nature should be sought. If no corroborative evidence can be found, the EEOC may make a liability finding based solely on the complainant's credited testimony. In cases where it is alleged that rejection of unwelcome sexual advances was used as the basis for discharging the complainant, there should be a determination of whether the alleged harasser's reasons for the discharge are pretextual. If they are and if sex harassment occurred, it should be inferred that the complainant was discharged for rejecting the advances. Moreover, if the discharge occurred because the victim complained, a finding of unlawful retaliation would be appropriate.

Back reference.—¶ 240.80.

Sexual Harassment—Hostile Work Environment—Standard for Evaluating.—In determining whether harassment is sufficiently severe or pervasive to create a hostile environment, the alleged harasser's conduct should be evaluated from the standpoint of a "reasonable person," states the EEOC in a policy guidance. Consequently, if the challenged conduct would not substantially affect a reasonable person's work environment, no violation should be found. The reasonable person standard should take into account the context in which alleged harassment took place, as well as the victim's perspective. This standard should also be applied in determining whether challenged conduct is sexual in nature.

Back reference.—¶ 240.82.

Sexual Harassment—Hostile Work Environment—Isolated Incidents.—A single or isolated instance of offensive sexual conduct or remarks generally does not create a hostile environment, states the EEOC in a policy guidance. A single, unusually severe incident of harassment, however, may be sufficient to be unlawful. This is particularly true if the alleged harassment is physical. The EEOC will presume that unwelcome, intentional touching of intimate body areas is sufficiently offensive to be a violation. Moreover, if a complainant is the target of both verbal and nonintimate physical conduct, the hostility of the environment is exacerbated, making it more likely for a violation to be found. Additionally, incidents of sexual harassment directed at workers other than the complainant are relevant to a showing of hostile environment.

Back reference.—¶ 240.82.

Sexual Harassment—Hostile Work Environment—Nonphysical Harassment.—According to an EEOC policy guidance, when alleged sexual harassment consists of verbal conduct, the EEOC investigation should determine the nature; frequency; context; and intended target of the remarks. Whether there is a violation will depend on the totality of the circumstances. The fact that a woman chooses a job in an atmosphere that has

traditionally included vulgar, anti-female language does not amount to a forfeiture of her right to work in an atmosphere free from sexual harassment.

Back reference.—¶ 240.82

Sexual Harassment—Hostile Work Environment—Sex-based Harassment.—Sex-based harassment—harassment not involving sexual activity or language—can give rise to liability if it is sufficiently patterned or pervasive and directed at employees because of their sex, states an EEOC policy guidance.

Back reference.—¶ 240.82.

Sexual Harassment—Hostile Work Environment—Constructive Discharge.—According to an EEOC policy guidance, where constructive discharge due to a hostile environment is proved, a complainant's claim will also become one of "*quid pro quo*" harassment. *Quid pro quo* harassment occurs when submission to or rejection of unwelcome sexual conduct by an employee forms the basis of employment decisions affecting that employee.

Back reference.—¶ 240.82.

Sexual Harassment—Employer Liability—Actions of Supervisors.—According to an EEOC policy guidance, agency principles should be used to determine whether employers may be held liable for sexual harassment by a supervisor. In cases where a complainant's refusal to submit to unwelcome sexual advances of a supervisor has affected her employment, an employer will always be liable. Because in such instances a supervisor has made a decision affecting an employee's status, the supervisor is exercising authority delegated to him by his employer. Where unwelcome sexual conduct by a supervisor has created a hostile environment, an employer will be directly liable if it knew or should have known of that conduct. On the other hand, liability will be imputed to the employer in such cases if the supervisor was acting within the scope of his employment or with apparent authority. The EEOC will generally find apparent authority for hostile environment sex harassment by a supervisor where the employer has not established a policy against sex harassment and does not have a complaint procedure for sex harassment victims.

Back reference.—¶ 315.

Sexual Harassment—Remedial Action—EEOC Guidance on.—According to an EEOC policy guidance, an effective program to prevent against sexual harassment should include an explicit policy against such harassment, and that policy should be clear and regularly communicated to employees and effectively implemented. An employer should raise the subject with all supervisory and nonsupervisory employees; express strong disapproval; and explain sanctions for harassment. Additionally, an employer should have a procedure for resolving sex harassment complaints. That procedure should encourage harassment victims to come forward, and should not require them to complain first to an offending supervisor. In addition, the procedure should ensure confidentiality and provide effective remedies, including protection of victims and witnesses from retaliation.

Back reference.—¶ 315.35.

[Text of Policy Guidance]

1. SUBJECT: Policy Guidance On Current Issues Of Sexual Harassment

2. EFFECTIVE DATE: October 25, 1988

3. EXPIRATION DATE: As an exception to EEOC Order 295.001, Appendix B, Attachment 4, § a(5), this notice will remain in effect until rescinded or superseded

4. SUBJECT MATTER:

This document provides guidance on defining sexual harassment and establishing employer liability in light of recent cases.

In 1980 the Commission issued guidelines declaring sexual harassment a violation of Title VII, establishing criteria for determining when unwelcome conduct of a sexual nature constitutes sexual harassment, defining the circumstances under which an employer may be held liable, and suggesting affirmative steps an employer should take to prevent sexual harassment. See Section 1604.11 of the Guidelines on Discrimination Because of Sex, 29 C.F.R. § 1604.11 ("Guidelines"). The Commission has applied the Guidelines in its enforcement litigation, and many lower courts have relied on the Guidelines.

B. Supreme Court's Decision in *Vinson*

Meritor Savings Bank v. Vinson posed three questions for the Supreme Court:

- 1) Does unwelcome sexual behavior that creates a hostile working environment constitute employment discrimination on the basis of sex;
- 2) Can a Title VII violation be shown when the district court found that any sexual relationship that existed between the plaintiff and her supervisor was a "voluntary one"; and
- 3) Is an employer strictly liable for an offensive working environment created by a supervisor's sexual advances when the employer does not know of, and could not reasonably have known of, the supervisor's misconduct.

1) *Facts*—The plaintiff had alleged that her supervisor constantly subjected her to sexual harassment both during and after business hours, on and off the employer's premises; she alleged that he forced her to have sexual intercourse with him on numerous occasions, fondled her in front of other employees, followed her into the women's restroom and exposed himself to her, and even raped her on several occasions. She alleged that she submitted for fear of jeopardizing her employment. She testified, however, that this conduct had ceased almost a year before she first complained in any way, by filing a Title VII suit; her EEOC charge was filed later (see *infra* at n.30). The supervisor and the employer denied all of her allegations and claimed they were fabricated in response to a work dispute.

2) *Lower Courts' Decisions*—After trial, the district court found the plaintiff was not the victim of sexual harassment and was not required to grant sexual favors as a condition of employment or promotion. *Vinson v. Taylor*, 22 EPD ¶ 30,708 (D.D.C. 1980). Without resolving the conflicting testimony, the district court found that if a sexual relationship had existed between plaintiff and her supervisor, it was "a voluntary one ... having nothing to do with her continued employment." The district court nonetheless went

on to hold that the employer was not liable for its supervisor's actions because it had no notice of the alleged sexual harassment; although the employer had a policy against discrimination and an internal grievance procedure, the plaintiff had never lodged a complaint.

The court of appeals reversed and remanded, holding the lower court should have considered whether the evidence established a violation under the "hostile environment" theory. *Vinson v. Taylor*, 763 F.2d 141, 36 EPD ¶ 34, 949, *denial of rehearing en banc*, 760 F.2d 1330, 37 EPD ¶ 35,232 (D.C. Cir. 1985). The court ruled that a victim's "voluntary" submission to sexual advances has "no materiality whatsoever" to the proper inquiry: whether "toleration of sexual harassment [was] a condition of her employment." The court further held that an employer is absolutely liable for sexual harassment committed by a supervisory employee, regardless of whether the employer actually knew or reasonably could have known of the misconduct, or would have disapproved of and stopped the misconduct if aware of it.

3) *Supreme Court's Opinion*—The Supreme Court agreed that the case should be remanded for consideration under the "hostile environment" theory and held that the proper inquiry focuses on the "unwelcomeness" of the conduct rather than the "voluntariness" of the victim's participation. But the Court held that the court of appeals erred in concluding that employers are always automatically liable for sexual harassment by their supervisory employees.

a) "*Hostile Environment*" Violates Title VII—The Court rejected the employer's contention that Title VII prohibits only discrimination that causes "economic" or "tangible" injury: "Title VII affords employees the right to work in an environment free from discriminatory intimidation, ridicule, and insult" whether based on sex, race, religion, or national origin. 106 S. Ct. at 2405. Relying on the EEOC's Guidelines'

(Footnote Continued)

ployer's sexual advances or requests for sexual favors," the employer may be liable for unlawful sex discrimination against others who were qualified for but were denied the opportunity or benefit. 29 C.F.R. § 1604.11(g). The law is unsettled as to when a Title VII violation can be established in these circumstances. See *DeCintio v. Westchester County Medical Center*, 807 F.2d 304, 42 EPD ¶ 36,785 (2d Cir. 1986) *cert. denied*,—S. Ct.—, 44 EPD ¶ 37,925 (1987); *King v. Palmer*, 778 F.2d 878,

39 EPD ¶ 35,808 (D.C. Cir. 1985), *decision on remand*, 641 F. Supp. 186 40 EPD ¶ 36,245 (D.D.C. 1986); *Broderick v. Ruder*, 45 EPD ¶ 37,963 (D.D.C. 1988); *Miller v. Aluminum Co. of America*, 679 F. Supp. 495, 500-01 (W.D. Pa.), *aff'd mem.*, No. 88-3099 (3d Cir. 1988); *Toscano v. Nimmo*, 570 F. Supp. 1197; 32 EPD ¶ 33,848 (D. Del. 1983). The Commission will provide guidance on this issue at a later date.

The issue of whether sexual harassment violates Title VII reached the Supreme Court in 1986 in *Meritor Savings Bank v. Vinson*, 106 S. Ct. 2399, 40 EPD ¶36,159 (1986). The Court affirmed the basic premises of the Guidelines as well as the Commission's definition. The purpose of this document is to provide guidance on the following issues in light of the developing law after *Vinson*:

- determining whether sexual conduct is "unwelcome";
- evaluating evidence of harassment;
- determining whether a work environment is sexually "hostile";
- holding employers liable for sexual harassment by supervisors; and
- evaluating preventive and remedial action taken in response to claims of sexual harassment.

BACKGROUND

A. Definition

Title VII does not proscribe all conduct of a sexual nature in the workplace. Thus it is crucial to clearly define sexual harassment: only unwelcome sexual conduct that is a term or condition of employment constitutes a violation. 29 C.F.R. § 1604.11(a). The EEOC's Guidelines define two types of sexual harassment: "quid pro quo" and "environmental." The Guidelines provide that "unwelcome" sexual conduct constitutes sexual harassment when "submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment," 29 C.F.R. § 1604.11(a)(1). "Quid pro quo harassment" occurs when "submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual," 29 C.F.R. § 1604.11(a)(2).¹ The EEOC's Guidelines also recognize that unwelcome sexual conduct that "unreasonably interfere[s] with an individual's job perform-

ance" or creates an "intimidating, hostile, or offensive working environment" can constitute sex discrimination, even if it leads to no tangible or economic job consequences. 29 C.F.R. § 1604.11(a)(3).² The Supreme Court's decision in *Vinson* established that both types of sexual harassment are actionable under section 703 of Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e-2(a), as forms of sex discrimination.

Although "quid pro quo" and "environmental" harassment are theoretically distinct claims, the line between the two is not always clear and the two forms of harassment often occur together. For example, an employee's tangible job conditions are affected when a sexually hostile work environment results in her constructive discharge.³ Similarly, a supervisor who makes sexual advances toward a subordinate employee may communicate an implicit threat to adversely affect her job status if she does not comply. "Hostile environment" harassment may acquire characteristics of "quid pro quo" harassment if the offending supervisor abuses his authority over employment decisions to force the victim to endure or participate in the sexual conduct. Sexual harassment may culminate in a retaliatory discharge if a victim tells the harasser or her employer she will no longer submit to the harassment, and is then fired in retaliation for this protest. Under these circumstances it would be appropriate to conclude that both harassment and retaliation in violation of section 704(a) of Title VII have occurred.

Distinguishing between the two types of harassment is necessary when determining the employer's liability (*see infra* Section D). But while categorizing sexual harassment as "quid pro quo," "environmental," or both is useful analytically, these distinctions should not limit the Commission's investigations, which generally should consider all available evidence and testimony under all possibly applicable theories.⁴

¹ See, e.g., *Miller v. Bank of America*, 600 F.2d 211, 20 EPD ¶30,086 (9th Cir. 1979) (plaintiff discharged when she refused to cooperate with her supervisor's sexual advances); *Barnes v. Costle*, 561 F.2d 983, 14 EPD ¶7755 (D.C. Cir. 1977) (plaintiff's job abolished after she refused to submit to her supervisor's sexual advances); *Williams v. Saxbe*, 413 F. Supp. 665, 11 EPD ¶10,840 (D.D.C. 1976), *rev'd and remanded on other grounds sub nom. Williams v. Bell*, 587 F.2d 1240, 17 EPD ¶18605 (D.C. Cir. 1978), *on remand sub nom. Williams v. Civiletti*, 457 F. Supp. 1387, 23 EPD ¶30,916 (D.D.C. 1980) (plaintiff reprimanded and eventually terminated for refusing to submit to her supervisor's sexual demands).

² See, e.g., *Henson v. City of Dundee*, 682 F.2d 897, 29 EPD ¶32,993 (11th Cir. 1982); *Katz v. Dole*, 709 F.2d 251, 32 EPD ¶33,639 (4th Cir. 1983); *Bundy v. Jackson*, 641 F.2d 934, 24 EPD ¶31,439 (D.C. Cir. 1981).

³ To avoid cumbersome use of both masculine and feminine pronouns, this document will refer to harassers as males and victims as females. The Commission recognizes, however, that men may also be victims and women may also be harassers.

⁴ In a subsection entitled "Other related practices," the Guidelines also provide that where an employment opportunity or benefit is granted because of an individual's "submission to the em-

definition of harassment,⁵ the Court held that a plaintiff may establish a violation of Title VII "by proving that discrimination based on sex has created a hostile or abusive work environment." *Id.* The Court quoted the Eleventh Circuit's decision in *Henson v. City of Dundee*, 682 F.2d 897, 902, 29 EPD ¶ 32,993 (11th Cir. 1982):

Sexual harassment which creates a hostile or offensive environment for members of one sex is every bit the arbitrary barrier to sexual equality at the workplace that racial harassment is to racial equality. Surely, a requirement that a man or woman run a gauntlet of sexual abuse in return for the privilege of being allowed to work and make a living can be as demeaning and disconcerting as the harshest of racial epithets.

106 S. Ct. at 2406. The Court further held that for harassment to violate Title VII, it must be "sufficiently severe or pervasive 'to alter the conditions of [the victim's] employment and create an abusive working environment.'" *Id.* (quoting *Henson*, 682 F.2d at 904).

b) *Conduct Must Be "Unwelcome"*—Citing the EEOC's Guidelines, the Court said the gravamen of a sexual harassment claim is that the alleged sexual advances were "unwelcome." 106 S. Ct. at 2406. Therefore, "the fact that sex-related conduct was 'voluntary,' in the sense that the complainant was not forced to participate against her will, is not a defense to a sexual harassment suit brought under Title VII . . . The correct inquiry is whether [the victim] by her conduct indicated that the alleged sexual advances were unwelcome, not whether her actual participation in sexual intercourse was voluntary." *Id.* Evidence of a complainant's sexually provocative speech or dress may be relevant in determining whether she found particular advances unwelcome, but should be admitted with caution in light of the potential for unfair prejudice, the Court held.

c) *Employer Liability Established Under Agency Principles*—On the question of employer liability in "hostile environment" cases, the Court agreed with EEOC's posi-

tion that agency principles should be used for guidance. While declining to issue a "definitive rule on employer liability," the Court did reject both the court of appeals' rule of automatic liability for the actions of supervisors and the employer's position that notice is always required. 106 S. Ct. at 2408-09.

The following sections of this document provide guidance on the issues addressed in *Vinson* and subsequent cases.

GUIDANCE

A. Determining Whether Sexual Conduct Is Unwelcome

Sexual harassment is "unwelcome . . . verbal or physical conduct of a sexual nature . . ." 29 C.F.R. § 1604.11(a). Because sexual attraction may often play a role in the day-to-day social exchange between employees, "the distinction between invited, uninvited-but-welcome, offensive-but-tolerated, and flatly rejected" sexual advances may well be difficult to discern. *Barnes v. Costle*, 561 F.2d 983, 999, 14 EPD ¶ 7755 (D.C. Cir. 1977) (MacKinnon J., concurring). But this distinction is essential because sexual conduct becomes unlawful only when it is unwelcome. The Eleventh Circuit provided a general definition of "unwelcome conduct" in *Henson v. City of Dundee*, 682 F.2d 897, 903, 29 EPD ¶ 32,993 (11th Cir. 1983): the challenged conduct must be unwelcome "in the sense that the employee did not solicit or incite it, and in the sense that the employee regarded the conduct as undesirable or offensive."

When confronted with conflicting evidence as to welcomeness, the Commission looks "at the record as a whole and at the totality of circumstances . . ." 29 C.F.R. § 1604.11(b), evaluating each situation on a case-by-case basis. When there is some indication of welcomeness or when the credibility of the parties is at issue, the charging party's claim will be considerably strengthened if she made a contemporaneous complaint or protest.⁶ Particularly when the alleged harasser may have some reason (e.g., a prior consensual relationship) to believe that the advances will be welcomed, it is

⁵ The Court stated that the Guidelines, "while not controlling upon the courts by reason of their authority, do constitute a body of experience and informed judgment to which courts and litigants may properly resort for guidance." *Vinson*, 106 S. Ct. at 2405 (quoting *General Electric Co. v. Gilbert*, 429 U.S. 125, 141-42, 12 EPD ¶ 11,240 (1976), quoting in turn *Skidmore v. Swift & Co.*, 323 U.S. 134 (1944)).

⁶ For a complaint to be "contemporaneous," it should be made while the harassment is ongoing or shortly after it has ceased. For example, a victim of "hostile environment" harassment who resigns her job because working conditions have become intolerable would be considered to have made a contemporaneous complaint if she notified the employer of the harassment at the time of her departure or shortly thereafter. The employer has a duty to

important for the victim to communicate that the conduct is unwelcome. Generally, victims are well-advised to assert their right to a workplace free from sexual harassment. This may stop the harassment before it becomes more serious. A contemporaneous complaint or protest may also provide persuasive evidence that the sexual harassment in fact occurred as alleged (see *infra* Section B). Thus, in investigating sexual harassment charges, it is important to develop detailed evidence of the circumstances and nature of any such complaints or protests, whether to the alleged harasser, higher management, co-workers or others.⁷

While a complaint or protest is helpful to charging party's case, it is not a necessary element of the claim. Indeed, the Commission recognizes that victims may fear repercussions from complaining about the harassment and that such fear may explain a delay in opposing the conduct. If the victim failed to complain or delayed in complaining, the investigation must ascertain why. The relevance of whether the victim has complained varies depending upon "the nature of the sexual advances and the context in which the alleged incidents occurred." 29 C.F.R. § 1604.11(b).⁸

Example—Charging Party (CP) alleges that her supervisor subjected her to unwelcome sexual advances that created a hostile work environment. The investigation into her charge discloses that her supervisor began making intermittent sexual advances to her in June, 1987, but she did not complain to management about the harassment. After the harassment continued and worsened, she filed a charge with EEOC in June, 1988. There is no evidence CP welcomed the advances. CP states that she feared that complaining about the har-

assment would cause her to lose her job. She also states that she initially believed she could resolve the situation herself, but as the harassment became more frequent and severe, she said she realized that intervention by EEOC was necessary. The investigator determines CP is credible and concludes that the delay in complaining does not undercut CP's claim.

When welcomeness is at issue, the investigation should determine whether the victim's conduct is consistent, or inconsistent, with her assertion that the sexual conduct is unwelcome.⁹

In *Vinson*, the Supreme Court made clear that voluntary submission to sexual conduct will not necessarily defeat a claim of sexual harassment. The correct inquiry "is whether [the employee] by her conduct indicated that the alleged sexual advances were unwelcome, not whether her actual participation in sexual intercourse was voluntary." 106 S. Ct. at 2406 (emphasis added). See also Commission Decision No. 84-1 ("acquiescence in sexual conduct at the workplace may not mean that the conduct is welcome to the individual").

In some cases the courts and the commission have considered whether the complainant welcomed the sexual conduct by acting in a sexually aggressive manner, using sexually-oriented language, or soliciting the sexual conduct. Thus, in *Gan v. Kepro Circuit Systems*, 27 EPD ¶ 32,379 (E.D. Mo. 1982), the plaintiff regularly used vulgar language, initiated sexually-oriented conversations with her co-workers, asked male employees about their marital sex lives and whether they engaged in extramarital affairs, and discussed her own sexual encounters. In rejecting the plaintiff's claim of "hostile environment"

(Footnote Continued)

investigate and, if it finds the allegations true, to take remedial action including offering reinstatement (see *infra* Section E).

⁷ Even when unwelcomeness is not at issue, the investigation should develop this evidence in order to aid in making credibility determinations. (see *infra* p. 12).

⁸ A victim of harassment need not always confront her harasser directly so long as her conduct demonstrates the harasser's behavior is unwelcome. See, e.g., Commission Decision No. 84-1, CCH EEOC Decisions ¶ 6839 (although charging parties did not confront their supervisor directly about his sexual remarks and gestures for fear of losing their jobs, evidence showing that they demonstrated through comments and actions that his conduct was unwelcome was sufficient to support a finding of harassment).

⁹ Investigators and triers of fact rely on objective evidence, rather than subjective, uncommunicated feelings. For example, in *Ukarish v. Magnesium Electron*, 33 EPD ¶ 34,987 (D.N.J. 1983), the court rejected the plaintiff's claim that she was sexually harassed by her co-worker's language and gestures; although she indicated in her personal diary that she did not welcome the banter, she made no objection and indeed appeared to join in "as one of the boys." *Id.* at 32,118. In *Sardigal v. St. Louis National Stockyards Co.*, 41 EPD ¶ 36,6113 (S.D. Ill. 1986), the plaintiff's allegation was found not credible because she visited her alleged harasser at the hospital and at his brother's home, and allowed him to come into her home alone at night after the alleged harassment occurred. Similarly, in the *Vinson* case, the district court noted the plaintiff had twice refused transfers to other offices located away from the alleged harasser.

harassment, the court found that any propositions or sexual remarks by co-workers were "prompted by her own sexual aggressiveness and her own sexually-explicit conversations" *Id.* at 23,648.¹⁰ And in *Vinson*, the Supreme Court held that testimony about the plaintiff's provocative dress and publicly expressed sexual fantasies is not *per se* inadmissible but the trial court should carefully weigh its relevance against the potential for unfair prejudice. 106 S. Ct. at 2407.

Conversely, occasional use of sexually explicit language does not necessarily negate a claim that sexual conduct was unwelcome. Although a charging party's use of sexual terms or off-color jokes may suggest that sexual comments by others in that situation were not unwelcome, more extreme and abusive or persistent comments or a physical assault will not be excused, nor would "quid pro quo" harassment be allowed.

Any past conduct of the charging party that is offered to show "welcomeness" must relate to the alleged harasser. In *Swentek v. USAir, Inc.*, 830 F.2d 552, 557, 44 EPD ¶37,457 (4th Cir. 1987), the Fourth Circuit held the district court wrongly concluded that the plaintiff's own past conduct and use of foul language showed that "she was the kind of person who could not be offended by such comments and therefore welcomed them generally," even though she had told the harasser to leave her alone. Emphasizing that the proper inquiry is "whether plaintiff welcomed the particular conduct in question from the alleged harasser," the court of appeals held that "Plaintiff's use of foul language or sexual innuendo in a consensual

setting does not waive 'her legal protections against' unwelcome harassment." 830 F.2d at 557 (quoting *Katz v. Dole*, 709 F.2d 251, 254 n.3, 32 EPD ¶33,639 (4th Cir. 1983)). Thus, evidence concerning a charging party's general character and past behavior toward others has limited, if any, probative value and does not substitute for a careful examination of her behavior toward the alleged harasser.

A more difficult situation occurs when an employee first willingly participates in conduct of a sexual nature but then ceases to participate and claims that any continued sexual conduct has created a hostile work environment. Here the employee has the burden of showing that any further sexual conduct is unwelcome, work-related harassment. The employee must clearly notify the alleged harasser that his conduct is no longer welcome.¹¹ If the conduct still continues, her failure to bring the matter to the attention of higher management or the EEOC is evidence, though not dispositive, that any continued conduct is, in fact, welcome or unrelated to work.¹² In any case, however, her refusal to submit to the sexual conduct cannot be the basis for denying her an employment benefit or opportunity; that would constitute a "quid pro quo" violation.

B. Evaluating Evidence of Harassment

The Commission recognizes that sexual conduct may be private and unacknowledged, with no eyewitnesses. Even sexual conduct that occurs openly in the workplace may appear to be consensual. Thus the resolution of a sexual harassment claim often depends on the credibility of the parties. The investigator should question the charg-

¹⁰ See also *Ferguson v. E.I. DuPont de Nemours and Co.*, 560 F. Supp. 1172, 33 EPD ¶34,131 (D. Del. 1983) ("sexually aggressive conduct and explicit conversation on the part of the plaintiff may bar a cause of action for [hostile environment] sexual harassment"); *Reichman v. Bureau of Affirmative Action*, 536 F. Supp. 1149, 1172, 30 FEP Cases 1644 (M.D. Pa. 1982) (where plaintiff behaved "in a very flirtatious and provocative manner" around the alleged harasser, asked him to have dinner at her house on several occasions despite his repeated refusals, and continued to conduct herself in a similar manner after the alleged harassment, she could not claim the alleged harassment was unwelcome).

¹¹ In Commission Decision No. 84-1, CCH Employment Practices Guide ¶6839, the Commission found that active participation in sexual conduct at the workplace, e.g., by "using dirty remarks and telling dirty jokes," may indicate that the sexual advances complained of were not unwelcome. Thus, the Commission found that no harassment

occurred with respect to an employee who had joined in the telling of bawdy jokes and the use of vulgar language during her first two months on the job, and failed to provide subsequent notice the conduct was no longer welcome. By actively participating in the conduct, the charging party had created the impression among her co-workers that she welcomed the sort of sexually oriented banter that she later asserted was objectionable. Simply ceasing to participate was insufficient to show the continuing activity was no longer welcome to her. See also *Loftin-Boggs v. City of Meridian*, 633 F. Supp. 1323, 41 FEP Cases 532 (S.D. Miss. 1986) (plaintiff initially participated in and initiated some of the crude language that was prevalent on the job; if she later found such conduct offensive, she should have conveyed this by her own conduct and her reaction to her co-workers' conduct).

¹² However, if the harassing supervisor engages in conduct that is sufficiently pervasive and work-related, it may place the employer on notice that the conduct constitutes harassment.

ing party and the alleged harasser in detail. The Commission's investigation also should search thoroughly for corroborative evidence of any nature.¹³ Supervisory and managerial employees, as well as co-workers, should be asked about their knowledge of the alleged harassment.

In appropriate cases, the Commission may make a finding of harassment based solely on the credibility of the victim's allegation. As with any other charge of discrimination, a victim's account must be sufficiently detailed and internally consistent so as to be plausible, and lack of corroborative evidence where such evidence logically should exist would undermine the allegation.¹⁴ By the same token, a general denial by the alleged harasser will carry little weight when it is contradicted by other evidence.¹⁵

Of course, the Commission recognizes that a charging party may not be able to identify witnesses to the alleged conduct itself. But testimony may be obtained from persons who observed the charging party's demeanor immediately after an alleged incident of harassment. Persons with whom she discussed the incident—such as co-workers, a doctor or a counselor—should be interviewed. Other employees should be asked if they noticed changes in charging party's behavior at work or in the alleged harasser's treatment of charging party. As stated earlier, a contemporaneous complaint by the victim would be persuasive evidence both that the conduct occurred and that it was unwelcome (see *supra* Section A). So too is evidence that other employees were sexually harassed by the same person.

¹³ As the court said in *Henson v. City of Dundee*, 682 F.2d 897, 912 n.25, 29 EPD ¶32,993 (11th Cir. 1982), "In a case of alleged sexual harassment which involves close questions of credibility and subjective interpretation, the existence of corroborative evidence or the lack thereof is likely to be crucial."

¹⁴ In *Sardigal v. St. Louis National Stockyards Co.*, 41 EPD ¶36,613 at 44,694 (S.D. Ill. 1986), the plaintiff, a waitress, alleged she was harassed over a period of nine months in a restaurant at nighttime, when there was a "constant flow of waitresses or customers" around the area where the offenses allegedly took place. Her allegations were not credited by the district court because no individuals came forward with testimony to support her.

It is important to explore all avenues for obtaining corroborative evidence because courts may reject harassment claims due to lack of corroborative evidence. See *Hall v. F.O. Thacker Co.*, 24 FEP Cases 1499, 1503 (N.D. Ga. 1980) (district

The investigator should determine whether the employer was aware of any other instances of harassment and if so what was the response. Where appropriate the Commission will expand the case to include class claims.

Example—Charging Party (CP) alleges that her supervisor made unwelcome sexual advances toward her on frequent occasions while they were alone in his office. The supervisor denies this allegation. No one witnessed the alleged advances. CP's inability to produce eyewitnesses to the harassment does not defeat her claim. The resolution will depend on the credibility of her allegations versus that of her supervisor's. Corroborating, credible evidence will establish her claim. For example, three co-workers state that CP looked distraught on several occasions after leaving the supervisor's office, and that she informed them on those occasions that he had sexually propositioned and touched her. In addition, the evidence shows that CP had complained to the general manager of the office about the incidents soon after they occurred. The corroborating witness testimony and her complaint to higher management would be sufficient to establish her claim. Her allegations would be further buttressed if other employees testified that the supervisor propositioned them as well.

If the investigation exhausts all possibilities for obtaining corroborative evidence, but finds none, the Commission may make a cause finding based solely on a reasoned decision to credit the charging party's testimony.¹⁶

judge did not credit plaintiff's testimony about sexual advances because it was "virtually uncorroborated"; *Neidhart v. D.H. Holmes Co.*, 21 FEP Cases 452, (E.D. La. 1979), *aff'd mem.*, 624 F.2d 1097 (5th Cir. 1980) (plaintiff's account of sexual harassment rejected because "there is not a scintilla of credible evidence to corroborate [plaintiff's version]").

¹⁵ See Commission Decision No. 81-17, CCH EEOC Decisions (1983) ¶6757 (violation of Title VII found where charging party alleged that her supervisor made repeated sexual advances toward her; although the supervisor denied the allegations, statements of other employees supported them).

¹⁶ In Commission Decision No. 82-13, CCH EEOC Decisions (1983) ¶6832, the Commission stated that a "bare assertion" of sexual harassment "cannot stand without some factual support." To the extent this decision suggests a charging party can never prevail based solely on the credibility of her own testimony, that decision is overruled.

In a "quid pro quo" case, a finding that the employer's asserted reasons for its adverse action against the charging party are pretextual will usually establish a violation.¹⁷ The investigation should determine the validity of the employer's reasons for the charging party's termination. If they are pretextual and if the sexual harassment occurred, then it should be inferred that the charging party was terminated for rejecting the employer's sexual advances, as she claims. Moreover, if the termination occurred because the victim complained, it would be appropriate to find, in addition, a violation of section 704(a).

C. Determining Whether A Work Environment Is "Hostile"

The Supreme Court said in *Vinson* that for sexual harassment to violate Title VII, it must be "sufficiently severe or pervasive 'to alter the conditions of [the victim's] employment and create an abusive working environment.'" 106 S. Ct. at 2406 (quoting *Henson v. City of Dundee*, 682 F.2d 897, 904, 29 EPD ¶ 32,993 (11th Cir. 1982)). Since "hostile environment" harassment takes a variety of forms, many factors may affect this determination, including: (1) whether the conduct was verbal or physical, or both; (2) how frequently it was repeated; (3) whether the conduct was hostile and patently offensive; (4) whether the alleged harasser was a co-worker or a supervisor; (5) whether others joined in perpetrating the harassment; and (6) whether the harassment was directed at more than one individual.

In determining whether unwelcome sexual conduct rises to the level of a "hostile environment" in violation of Title VII, the central inquiry is whether the conduct "unreasonably interfere[s] with an individual's work performance" or creates "an intimidating, hostile, or offensive working environment." 29 C.F.R. ¶ 1604.11(a)(3). Thus, sexual flirtation or innuendo, even vulgar language that is trivial or merely annoying, would probably not establish a hostile environment.

1) **Standard for Evaluating Harassment**—In determining whether harassment is sufficiently severe or pervasive to create a hostile environment, the harasser's conduct

should be evaluated from the objective standpoint of a "reasonable person." Title VII does not serve "as a vehicle for vindicating the petty slights suffered by the hypersensitive." *Zabkowicz v. West Bend Co.*, 589 F. Supp. 780, 784, 35 EPD ¶ 34,766 (E.D. Wis. 1984). See also *Ross v. Comsat*, 34 FEP cases 260, 265 (D. Md. 1984), *rev'd on other grounds*, 759 F.2d 355 (4th Cir. 1985). Thus, if the challenged conduct would not substantially affect the work environment of a reasonable person, no violation should be found.

Example—Charging Party alleges that her co-worker made repeated unwelcome sexual advances toward her. An investigation discloses that the alleged "advances" consisted of invitations to join a group of employees who regularly socialized at dinner after work. The co-worker's invitations, viewed in that context and from the perspective of a reasonable person, would not have created a hostile environment and therefore did not constitute sexual harassment.

A "reasonable person" standard also should be applied to the more basic determination of whether challenged conduct is of a sexual nature. Thus, in the above example, a reasonable person would not consider the co-worker's invitations sexual in nature and on that basis as well no violation would be found.

This objective standard should not be applied in a vacuum, however. Consideration should be given to the context in which the alleged harassment took place. As the Sixth Circuit has stated, the trier of fact must "adopt the perspective of a reasonable person's reaction to a similar environment under similar or like circumstances." *Highlander v. K.F.C. National Management Co.*, 805 F.2d 644, 650, 41 EPD ¶ 36,675 (6th Cir. 1986).¹⁸

The reasonable person standard should consider the victim's perspective and not stereotyped notions of acceptable behavior. For example, the Commission believes that a workplace in which sexual slurs, displays of "girlie" pictures, and other offensive conduct abound can constitute a hostile work environment even if many people deem it to

¹⁷ See, e.g., *Bundy v. Jackson*, 641 F.2d 934, 953, 24 EPD ¶ 31,439 (D.C. Cir. 1981).

¹⁸ In *Highlander* and also in *Rabidue v. Osceola Refining Co.*, 805 F.2d 611, 41 EPD ¶ 36,643 (6th Cir. 1986), *cert. denied*, 107 S. Ct. 1983, 42 EPD ¶ 36,984 (1987), the Sixth Circuit required an additional showing that the plaintiff suffered some de-

gree of injury. 805 F.2d at 650; 805 F.2d at 620. However, it is the Commission's position that it is sufficient for the charging party to show that the harassment was unwelcome and that it would have substantially affected the work environment of a reasonable person.

be harmless or insignificant. *Cf. Rabidue v. Osceola Refining Co.*, 805 F.2d 611, 625, 41 EPD ¶36,643 (6th Cir. 1986) (Keith, C.J., dissenting), *cert. denied*, 107 S. Ct. 1983, 42 EPD ¶36,984 (1987).

2) **Isolated Instances of Harassment**—Unless the conduct is quite severe, a single incident or isolated incidents of offensive sexual conduct or remarks generally do not create an abusive environment. As the Court noted in *Vinson*, "mere utterance of an ethnic or racial epithet which engenders offensive feelings in an employee would not affect the conditions of employment to a sufficiently significant degree to violate Title VII." 106 S. Ct. at 2406 (quoting *Rogers v. EEOC*, 454 F.2d 234, 4 EPD ¶7597 (5th Cir. 1971), *cert. denied*, 406 U.S. 957, 4 EPD ¶7838 (1972)). A "hostile environment" claim generally requires a showing of a pattern of offensive conduct.¹⁹ In contrast, in "quid pro quo" cases a single sexual advance may constitute harassment if it is linked to the granting or denial of employment benefits.²⁰

But a single, unusually severe incident of harassment may be sufficient to constitute a Title VII violation; the more severe the harassment, the less need to show a repetitive series of incidents. This is particularly true when the harassment is physical. Thus, in *Barrett v. Omaha National Bank*, 584 F. Supp. 22, 35 FEP Cases 585 (D. Neb. 1983), *aff'd*, 726 F.2d 424, 33 EPD ¶34,132 (8th Cir. 1984), one incident constituted actiona-

ble sexual harassment. The harasser talked to the plaintiff about sexual activities and touched her in an offensive manner while they were inside a vehicle from which she could not escape.²¹

The Commission will presume that the unwelcome, intentional touching of a charging party's intimate body areas is sufficiently offensive to alter the conditions of her working environment and constitute a violation of Title VII. More so than in the case of verbal advances or remarks, a single unwelcome physical advance can seriously poison the victim's working environment. If a supervisor sexually touches an employee, the Commission normally would find a violation. In such situations, it is the employer's burden to demonstrate that the unwelcome conduct was not sufficiently severe to create a hostile work environment.

When the victim is the target of both verbal and nonintimate physical conduct, the hostility of the environment is exacerbated and a violation is more likely to be found. Similarly, incidents of sexual harassment directed at other employees in addition to the charging party are relevant to a showing of hostile work environment. *Hall v. Gus Construction Co.*, 842 F.2d 1010, 46 EPD ¶37,905 (8th Cir. 1988); *Hicks v. Gates Rubber Co.*, 833 F.2d 1406, 44 EPD ¶37,542 (10th Cir. 1987); *Jones v. Flagship International*, 793 F.2d 714, 721 n.7, 40 EPD ¶36,392 (5th Cir. 1986), *cert. denied*, 107 S. Ct. 952, 41 EPD ¶36,708 (1987).

¹⁹ See, e.g., *Scott v. Sears, Roebuck and Co.*, 798 F.2d 210, 214, 41 EPD ¶36,439 (7th Cir. 1986) (offensive comments and conduct of co-workers were "too isolated and lacking the repetitive and debilitating effect necessary to maintain a hostile environment claim"); *Moylan v. Maries County*, 792 F.2d 746, 749, 40 EPD ¶36,228 (8th Cir. 1986) (single incident or isolated incidents of harassment were not sufficient to establish a violation; the harassment must be sustained and nontrivial); *Downes v. Federal Aviation Administration*, 775 F.2d 288, 293, 38 EPD ¶35,590 (D.C. Cir. 1985) (Title VII does not create a claim of sexual harassment "for each and every crude joke or sexually explicit remark made on the job . . ."). [A] pattern of offensive conduct must be proved. . . . *Sapp v. City of Warner-Robins*, 655 F. Supp. 1043, 43 FEP Cases 486 (M.D. Ga. 1987) (co-worker's single effort to get the plaintiff to go out with him did not create an abusive working environment); *Freedman v. American Standard*, 41 FEP Cases 471 (D.N.J. 1986) (plaintiff did not suffer a hostile environment from the receipt of an obscene message from her co-workers and a sexual solicitation from one co-worker); *Hollis v. Fleetguard, Inc.*, 44 FEP Cases 1527 (M.D. Tenn. 1987) (plaintiff's co-worker's requests, on four occasions over a four-

month period, that she have a sexual affair with him, followed by his coolness toward her and avoidance of her did not constitute a hostile environment; there was no evidence he coerced, pressured, or abused the plaintiff after she rejected his advances).

²⁰ See *Neville v. Taft Broadcasting Co.*, 42 FEP Cases 1314 (W.D.N.Y. 1987) (one sexual advance, rebuffed by plaintiff, may establish a prima facie case of "quid pro quo" harassment but is not severe enough to create a hostile environment).

²¹ See also *Gilardi v. Schroeder*, 672 F. Supp. 1043, 45 FEP Cases 283 (N.D. Ill. 1986) (plaintiff who was drugged by employer's owner and raped while unconscious, and then was terminated at insistence of owner's wife, was awarded \$113,000 in damages for harassment and intentional infliction of emotional distress); Commission Decision No. 83-1, CCH EEOC Decisions (1983) ¶6834 (violation found where the harasser forcibly grabbed and kissed charging party while they were alone in a storeroom; Commission Decision No. 84-3, CCH Employment Practices Guide ¶6841 (violation found where the harasser slid his hand under the charging party's skirt and squeezed her buttocks)).

3) *Non-physical Harassment*—When the alleged harassment consists of verbal conduct, the investigation should ascertain the nature, frequency, context, and intended target of the remarks. Questions to be explored might include:

—Did the alleged harasser single out the charging party?

—Did the charging party participate?

—What was the relationship between the charging party and the alleged harasser(s)?

—Were the remarks hostile and derogatory?

No one factor alone determines whether particular conduct violates Title VII. As the Guidelines emphasize, the Commission will evaluate the totality of the circumstances. In general, a woman does not forfeit her right to be free from sexual harassment by choosing to work in an atmosphere that has traditionally included vulgar, anti-female language. However, in *Rabidue v. Osceola Refining Co.*, 805 F.2d 611, 41 EPD ¶36,643 (6th Cir. 1986), cert. denied, 107 S. Ct. 1983, 42 EPD ¶36,984 (1987), the Sixth Circuit rejected the plaintiff's claim of harassment in such a situation.²² One of the factors the court found relevant was "the lexicon of obscenity that pervaded the environment of the workplace both before and after the plaintiff's introduction into its environs, coupled with the reasonable expectations of the plaintiff upon voluntarily entering that environment." 805 F.2d at 620. Quoting the district court, the majority noted that in some work environments, "humor and language are rough hewn and vulgar. Sexual jokes, sexual conversations, and girlie magazines may abound. Title VII was not meant to—or can—change this." *Id.* at 620-21. The court also considered the sexual remarks and poster at issue to have a "de minimis effect on the plaintiff's work environment when considered in the context of a society that condones and publicly features and commercially exploits open displays of written and pictorial erotica at the newsstands, on prime-time television, at the cinema, and in other public places." *Id.* at 622.

The Commission believes these factors rarely will be relevant and agrees with the

dissent in *Rabidue* that a woman does not assume the risk of harassment by voluntarily entering an abusive, anti-female environment. "Title VII's precise purpose is to prevent such behavior and attitudes from poisoning the work environment of classes protected under the Act." 805 F.2d at 626 (Keith, J., dissenting in part and concurring in part). Thus, in a decision disagreeing with *Rabidue*, a district court found that a hostile environment was established by the presence of pornographic magazines in the workplace and vulgar employee comments concerning them; offensive sexual comments made to and about plaintiff and other female employees by her supervisor; sexually oriented pictures in a company-sponsored movie and slide presentation; sexually oriented pictures and calendars in the workplace; and offensive touching of plaintiff by a co-worker. *Barbetta v. Chemlawn Services Corp.*, 669 F. Supp. 569, 45 EPD ¶37,568 (W.D.N.Y. 1987). The court held that the proliferation of pornography and demeaning comments, if sufficiently continuous and pervasive, "may be found to create an atmosphere in which women are viewed as men's sexual playthings rather than as their equal co-workers." The commission agrees that such an atmosphere violates Title VII.

4) *Sex-based Harassment*—Although the Guidelines specifically address conduct that is sexual in nature, the Commission notes that sex-based harassment—that is, harassment not involving sexual activity or language—may also give rise to Title VII liability (just as in the case of harassment based on race, national origin or religion) if it is "sufficiently patterned or pervasive" and directed at employees because of their sex. *Hicks v. Gates Rubber Co.*, 833 F.2d at 1416; *McKinney v. Dole*, 765 F.2d 1129, 1138, 37 EPD ¶35,339 (D.C. Cir. 1985).

Acts of physical aggression, intimidation, hostility or unequal treatment based on sex may be combined with incidents of sexual harassment to establish the existence of discriminatory terms and conditions of employment. *Hall v. Gus Construction Co.*, 842 F.2d at 1014; *Hicks v. Gates Rubber Co.*, *Id.*

5) *Constructive Discharge*—Claims of "hostile environment" sexual harassment often are coupled with claims of construc-

²² The alleged harasser, a supervisor of another department who did not supervise plaintiff but worked with her regularly, "was an extremely vulgar and crude individual who customarily made obscene comments about women generally, and, on occasion, directed such obscenities to the plaintiff." 805 F.2d at 615. The plaintiff and other fe-

male employees were exposed daily to displays of nude or partially clad women in posters in male employees' offices. 805 F.2d at 623-24 (Keith, J., dissenting in part and concurring in part). Although the employees told management they were disturbed and offended, the employer did not reprimand the supervisor.

tive discharge. If constructive discharge due to a hostile environment is proven, the claim will also become one of "quid pro quo" harassment. It is the position of the Commission and a majority of courts that an employer is liable for constructive discharge when it imposes intolerable working conditions in violation of Title VII when those conditions foreseeably would compel a reasonable employee to quit, whether or not the employer specifically intended to force the victim's resignation. See *Derr v. Gulf Oil Corp.*, 796 F.2d 340, 343-44, 41 EPD ¶ 36,468 (10th Cir. 1986); *Goss v. Exxon Office Systems Co.*, 747 F.2d 885, 888, 35 EPD ¶ 34,768 (3d Cir. 1984); *Nolan v. Cleveland*, 686 F.2d 806, 812-15, 30 EPD ¶ 33,029 (9th Cir. 1982); *Held v. Gulf Oil Co.*, 684 F.2d 427, 432, 29 EPD ¶ 32,968 (6th Cir. 1982); *Clark v. Marsh*, 665 F.2d 1168, 1175 n.8, 26 EPD ¶ 32,082 (D.C. Cir. 1981); *Bourque v. Powell Electrical Manufacturing Co.*, 617 F.2d 61, 65, 23 EPD ¶ 30,891 (5th Cir. 1980); Commission Decision 84-1, CCH EEOC Decision ¶ 6839. However, the Fourth Circuit requires proof that the employer imposed the intolerable conditions with the intent of forcing the victim to leave. See *EEOC v. Federal Reserve Bank of Richmond*, 698 F.2d 633, 672, 30 EPD ¶ 33,269 (4th Cir. 1983). But this case is not a sexual harassment case and the Commission believes it is distinguishable because specific intent is not as likely to be present in "hostile environment" cases.

An important factor to consider is whether the employer had an effective internal grievance procedure. (See Section E, *Preventive and Remedial Action*). The Commission argued in its *Vinson* brief that if an employee knows that effective avenues of complaint and redress are available, then the availability of such avenues itself becomes a part of the work environment and overcomes, to the degree it is effective, the hostility of the work environment. As Justice Marshall noted in his opinion in *Vinson*, "Where a complainant without good reason bypassed an internal complaint procedure she knew to be effective, a court may be reluctant to find constructive termination. . . ." 106 S. Ct. at 2411 (Marshall, J., concurring in part and dissenting in part). Similarly, the court of appeals in *Dornhecker v. Malibu Grand Prix Corp.*, 828 F.2d 307, 44 EPD ¶ 37,557 (5th Cir. 1987), held the plaintiff was not constructively discharged after an incident of harassment by a co-worker because she quit immediately, even though the employer told her she would not have to work with him again, and she did not give

the employer a fair opportunity to demonstrate it could curb the harasser's conduct.

D. Employer Liability for Harassment by Supervisors

In *Vinson*, the Supreme Court agreed with the Commission's position that "Congress wanted courts to look to agency principles for guidance" in determining an employer's liability for sexual conduct by a supervisor:

While such common-law principles may not be transferable in all their particulars to Title VII, Congress' decision to define "employer" to include any "agent" of an employer, 42 U.S.C. § 2000e(b), surely evinces an intent to place some limits on the acts of employees for which employers under Title VII are to be held responsible.

106 S. Ct. at 2408. Thus, while declining to issue a "definitive rule on employer liability," the Court did make it clear that employers are not "automatically liable" for the acts of their supervisors. For the same reason, the Court said, "absence of notice to an employer does not necessarily insulate that employer from liability." *Id.*

As the Commission argued in *Vinson*, reliance on agency principles is consistent with the Commission's Guidelines, which provide in section 1604.11(c) that:

... an employer ... is responsible for its acts and those of its agents and supervisory employees with respect to sexual harassment regardless of whether the specific acts complained of were authorized or even forbidden by the employer and regardless of whether the employer knew or should have known of their occurrence. The Commission will examine the circumstances of the particular employment relationship and the job functions performed by the individual in determining whether an individual acts in either a supervisory or agency capacity.

Citing the last sentence of this provision, the Court in *Vinson* indicated that the Guidelines further supported the application of agency principles. 106 S. Ct. at 2408.

1) Application of Agency Principles—"Quid Pro Quo" Cases—An employer will always be held responsible for acts of "quid pro quo" harassment. A supervisor in such circumstances has made or threatened to make a decision affecting the victim's employment status, and he therefore has exercised authority delegated to him by his employer. Although the question of employer liability for "quid pro quo" harassment was not at issue in *Vinson*, the Court's decision noted with apparent ap-

proval the position taken by the Commission in its brief that:

where a supervisor exercises the authority actually delegated to him by his employer, by making or threatening to make decisions affecting the employment status of his subordinates, such actions are properly imputed to the employer whose delegation of authority empowered the supervisor to undertake them.

106 S. Ct. at 2407-08 (citing Brief for the United States and Equal Employment Opportunity Commission as *Amicus Curiae* 22).²³ See also *Sparks v. Pilot Freight Carriers, Inc.*, 830 F.2d 1554, 44 EPD ¶37,493 (11th Cir. 1987) (adopting EEOC position quoted in *Vinson* opinion). Thus, applying agency principles, the court in *Schroeder v. Schock*, 42 FEP Cases 1112 (D. Kans. 1986), held an employer liable for a "quid pro quo" harassment by a supervisor who had authority to recommend plaintiff's discharge. The employer maintained the supervisor's acts were beyond the scope of his employment since the sexual advances were made at a restaurant after work hours. The court held that because the supervisor was acting within the scope of his authority when making or recommending employment decisions, his conduct may fairly be imputed to the employer. The supervisor was using his authority to hire, fire, and promote to extort sexual consideration from an employee, even though the sexual advance itself occurred away from work.

2) Application of Agency Principles—"Hostile Environment" Cases

a) *Vinson*—In its *Vinson* brief the Commission argued that the employer should be liable for the creation of a hostile environment by a supervisor when the employer knew or had reason to know of the sexual misconduct. Ways by which actual or constructive knowledge could be demonstrated include: by a complaint to management or an EEOC charge; by the pervasiveness of the

harassment; or by evidence the employer had "deliberately turned its back on the problem" of sexual harassment by failing to establish a policy against it and a grievance mechanism to redress it. The brief argued that an employer should be liable "if there is no reasonably available avenue by which victims of sexual harassment can make their complaints known to appropriate officials who are in a position to do something about those complaints." Brief for the United States and Equal Employment Opportunity Commission as *Amicus Curiae* 25. Under that circumstance, an employer would be deemed to know of any harassment that occurred in its workplace.

While the *Vinson* decision quoted the Commission's brief at length, it neither endorsed nor rejected its position.²⁴ 106 S. Ct. at 2407-08. The Court did state, however, that "the mere existence of a grievance procedure and a policy against discrimination, coupled with [the victim's] failure to invoke the procedure" are "plainly relevant" but "not necessarily dispositive." *Id.* at 2408-09. The Court further stated that the employer's argument that the victim's failure to complain insulated it from liability "might be substantially stronger is its procedures were better calculated to encourage victims of harassment to come forward." *Id.* at 2409.

The Commission, therefore, interprets *Vinson* to require a careful examination in "hostile environment" cases of whether the harassing supervisor was acting in an "agency capacity" (29 C.F.R. §1604.11(c)). Whether the employer had an appropriate and effective complaint procedure and whether the victim used it are important factors to consider, as discussed below.

b) *Direct Liability*—The initial inquiry should be whether the employer knew or should have known of the alleged sexual harassment. If actual or constructive knowledge exists, and if the employer failed to take immediate and appropriate corrective

²³ This well-settled principle is the basis for employer liability for supervisors' discriminatory employment decisions that violate Title VII. 106 S.Ct. at 2408; see, e.g., *Anderson v. Methodist Evangelical Hospital, Inc.*, 464 F.2d 723, 725, 4 EPD ¶7901 (6th Cir. 1972) (racially motivated discharge "by a person in authority at a lower level of management" is attributable to employer despite upper management's "exemplary" record in race relations); *Tidwell v. American Oil Co.*, 332 F. Supp. 424, 436, 4 EPD ¶7544 (D. Utah 1971) (upper level management's lack of knowledge irrelevant where supervisor illegally discharged employee for refus-

ing to disqualify black applicant discriminatorily); *Flowers v. Crouch-Walker Corp.*, 552 F.2d 1277, 1282, 14 EPD ¶7510 (7th Cir. 1977) ("The defendant is liable as principal for any violation of Title VII... by [a supervisor] in his authorized capacity as supervisor.")

²⁴ The Court observed that the Commission's position was "in some tension" with the first sentence of section 1604.11(c) of the Guidelines but was consistent with the final sentence of that section. (See *supra* at 20).

action, the employer would be directly liable.²⁵ Most commonly an employer acquires actual knowledge through first-hand observation, by the victim's internal complaint to other supervisors or managers, or by a charge of discrimination.

An employer is liable when it "knew, or upon reasonably diligent inquiry should have known," of the harassment. *Yates v. Avco Corp.*, 819 F.2d 630, 636, 43 EPD ¶37,086 (6th Cir. 1987) (emphasis added) (supervisor harassed two women "on a daily basis in the course of his supervision of them" and the employer's grievance procedure did not function effectively). Thus, evidence of the pervasiveness of the harassment may give rise to an inference of knowledge or establish constructive knowledge. *Henson v. City of Dundee*, 682 F.2d 897, 905, 29 EPD ¶32,993 (11th Cir. 1982); *Taylor v. Jones*, 653 F.2d 1193, 1197-99, 26 EPD ¶31,923 (8th Cir. 1981). Employers usually will be deemed to know of sexual harassment that is openly practiced in the workplace or well-known among employees. This often may be the case when there is more than one harasser or victim.

The victim can of course put the employer on notice by filing a charge of discrimination. As the Commission stated in its *Vinson* brief, the filing of a charge triggers a duty to investigate and remedy any ongoing illegal

activity. It is important to emphasize that an employee can always file an EEOC charge without first utilizing an internal complaint or grievance procedure,²⁶ and may wish to pursue both avenues simultaneously because an internal grievance does not prevent the Title VII charge-filing time period from expiring.²⁷ Nor does the filing of an EEOC charge allow an employer to cease action on an internal grievance²⁸ or ignore evidence of ongoing harassment.²⁹ Indeed, employers should take prompt remedial action upon learning of evidence of sexual harassment (or any other form of unlawful discrimination), whether from an EEOC charge or an internal complaint. If the employer takes immediate and appropriate action to correct the harassment and prevent its recurrence, and the Commission determines that no further action is warranted, normally the Commission would administratively close the case.

c) Imputed Liability—The investigation should determine whether the alleged harassing supervisor was acting in an "agency capacity" (29 C.F.R. §1604.11(c)).³⁰ This requires a determination whether the supervisor was acting within the scope of his employment (see Restatement (Second) of Agency, §219(1) (1958)), or whether his actions can be imputed to the employer under some exception to the "scope of employ-

²⁵ *Barrett v. Omaha National Bank*, 584 F. Supp. 22, 30-31 (D. Neb. 1983), *aff'd* 726 F.2d 424, 33 EPD ¶34,132 (8th Cir. 1984); *Ferguson v. duPont Corp.*, 560 F. Supp. 1172, 1199 (D. Del. 1983); Commission Decision No. 83-1, CCH EEOC Decisions (1983) ¶6834. "[A]n employer who has reason to know that one of his employees is being harassed in the workplace by others on grounds of race, sex, religion, or national origin, and does nothing about it, is blameworthy." *Hunter v. Allis-Chalmers Corp.*, 797 F.2d 1417, 1422, 41 EPD ¶36,417 (7th Cir. 1986).

This is the theory under which employers are liable for harassment by co-workers, which was at issue in *Hunter v. Allis-Chalmers*. Section 1604.11(d) provides:

With respect to conduct between fellow employees, an employer is responsible for acts of sexual harassment in the workplace where the employer (or its agents or supervisory employees) knows or should have known of the conduct, unless it can show that it took immediate and appropriate corrective action.

The next section discusses what constitutes "immediate and appropriate corrective action," and is applicable to cases of harassment by co-workers as well as supervisors.

²⁶ Sexual harassment claims are no different from other types of discrimination claims in this regard. See *Alexander v. Gardner-Denver Co.*, 415 U.S. 36, 52, 7 EPD ¶9148 (1974).

²⁷ See *I.U.O.E. v. Robbins & Myers, Inc.*, 429 U.S. 229, 236, 12 EPD ¶11,256 (1976).

²⁸ The Commission has filed suit in such circumstances, alleging that termination of grievance processing because a charge has been filed constitutes unlawful retaliation in violation of section 704(a).

²⁹ See *Brooms v. Regal Tube Co.*, 44 FEP Cases 1119 (N.D. Ill. 1987).

³⁰ The fact that an EEOC charge puts the employer on notice of sexual harassment means that the question of imputed employer liability under agency principles often will become of secondary importance. It figured critically in the *Vinson* case because the plaintiff never filed an EEOC charge before filing her Title VII lawsuit. Without having given any prior notice of the sexual harassment to anyone, she waited to file her lawsuit until almost a year after she admitted it had ceased. The sexual harassment was alleged to have taken place mostly in private, and she produced no witnesses either to the alleged harassment or to its adverse effects on her. Her case did not include a constructive discharge claim, and the district court found no "quid pro quo" harassment.

ment" rule (*id.* at § 219(2)). The following principles should be considered, and applied where appropriate in "hostile environment" sexual harassment cases.

1. Scope of Employment—A supervisor's actions are generally viewed as being within the scope of his employment if they represent the exercise of authority actually vested in him. It will rarely be the case that an employer will have authorized a supervisor to engage in sexual harassment. See *Fields v. Horizon House, Inc.*, No. 86-4343 (E.D. Pa. 1987) (available on Lexis, Genfed library, Dist. file). Cf. *Hunter v. Allis-Chalmers Corp.*, 797 F.2d 1417, 1421-22, 41 EPD ¶36,417 (7th Cir. 1986) (co-worker racial harassment case). However, if the employer becomes aware of work-related sexual misconduct and does nothing to stop it, the employer, by acquiescing, has brought the supervisor's actions within the scope of his employment.

2. Apparent Authority—An employer is also liable for a supervisor's actions if these actions represent the exercise of authority that third parties reasonably believe him to possess by virtue of his employer's conduct. This is called "apparent authority." See Restatement (Second) of Agency, § § 7, 8; 219(2)(d) (1958). The Commission believes that in the absence of a strong, widely disseminated, and consistently enforced employer policy against sexual harassment, and an effective complaint procedure, employees could reasonably believe that a harassing supervisor's actions will be ignored, tolerated, or even condoned by upper management. This apparent authority of supervisors arises from their power over their employees, including the power to make or substantially influence hiring, firing, promotion and compensation decisions. A supervisor's capacity to create a hostile environment is enhanced by the degree of authority conferred on him by the employer, and he may rely upon apparent authority to force an employee to endure a harassing environment for fear of retaliation. If the employer has

not provided an effective avenue to complain, then the supervisor has unchecked, final control over the victim and it is reasonable to impute his abuse of this power to the employer.³¹ The Commission generally will find an employer liable for "hostile environment" sexual harassment by a supervisor when the employer failed to establish an explicit policy against sexual harassment and did not have a reasonably available avenue by which victims of sexual harassment could complain to someone with authority to investigate and remedy the problem. (See Section E.)

But an employer can divest its supervisors of this apparent authority by implementing a strong policy against sexual harassment and maintaining an effective complaint procedure. When employees know that recourse is available, they cannot reasonably believe that a harassing work environment is authorized or condoned by the employer.³² If an employee failed to use an effective, available complaint procedure, the employer may be able to prove the absence of apparent authority and thus the lack of an agency relationship, unless liability attaches under some other theory.³³ Thus, even when an employee failed to use an effective grievance procedure, the employer will be liable if it obtained notice through other means (such as the filing of a charge or by the pervasiveness of the harassment) and did not take immediate and appropriate corrective action.

Example—Charging Party (CP) alleges that her supervisor made repeated sexual advances toward her that created a hostile work environment. The investigation into her charge discloses that CP had maintained an intermittent romantic relationship with the supervisor over a period of three years preceding the filing of the charge in September of 1986. CP's employer was aware of this relationship and its consensual nature. CP asserts, however, that on frequent occasions since January of 1986 she had clearly stated to the

³¹ See also *Fields v. Horizon House, supra*, (an employer might be charged with constructive notice of a supervisor's harassment if the supervisor is vested with unbridled authority to retaliate against an employee).

³² It is important to reemphasize, however, that no matter what the employer's policy, the employer is always liable for any supervisory actions that affect the victim's employment status, such as hiring, firing, promotion or pay. See *supra* at 21-22. Moreover, this discussion of apparent authority recognizes the unique nature of "hostile environ-

ment" sexual harassment claims and therefore is limited to such cases.

³³ Cf. *Fields v. Horizon House* ("Apparent authority is created by and flows from the acts of the principal, not from the personal beliefs of the third party.") Moreover, as noted above, an employee would find it difficult to establish a constructive discharge in this situation because she could not show she had no alternative but to resign. Failure to complain also might undermine a later assertion that the conduct occurred or was unwelcome.

supervisor that their relationship was over and his advances were no longer welcome. The supervisor nevertheless persisted in making sexual advances toward CP, berating her for refusing to resume their sexual relationship. His conduct did not put the employer on notice that any unwelcome harassment was occurring. The employer has a well-communicated policy against sexual harassment and a complaint procedure designed to facilitate the resolution of sexual harassment complaints and ensure against retaliation. This procedure has worked well in the past. CP did not use it, however, or otherwise complain to higher management. Even if CP's allegations are true, the Commission would probably not find her employer liable for the alleged harassment since she failed to use the complaint procedure or inform higher management that the advances had become unwelcome. If CP resigned because of the alleged harassment, she would not be able to establish a constructive discharge since she failed to complain.

In the preceding example, if the employer, upon obtaining notice of the charge, failed to take immediate and appropriate corrective action to stop any ongoing harassment, then the employer will be unable to prove that the supervisor lacked apparent authority for his conduct, and if the allegations of harassment are true, then the employer will be found liable.

Or if the supervisor terminated the charging party because she refused to submit to his advances, the employer would be liable for "quid pro quo" harassment.

3. Other Theories—A closely related theory is agency by estoppel. See Restatement (Second) of Agency at § 8B. An employer is liable when he intentionally or carelessly causes an employee to mistakenly believe the supervisor is acting for the employer, or knows of the misapprehension and fails to correct it. For example, an employer who fails to respond appropriately to past known incidents of harassment would cause its employees to reasonably believe that any further incidents are authorized and will be tolerated.

Liability also may be imputed if the employer was "negligent or reckless" in supervising the alleged harasser. See Restatement (Second) of Agency § 219(2)(6); *Hicks v. Gates Rubber Co.*, 833 F.2d 1406, 1418, 44 EPD ¶ 37,542 (10th Cir. 1987). "Under this standard, liability would be imposed if the employer had actual or constructive knowledge

of the sexual harassment but failed to take remedial action." *Fields v. Horizon House, Inc.*, No. 86-4343 (E.D. Pa. 1987). This is essentially the same as holding the employer directly liable for its failure to act.

An employer cannot avoid liability by delegating to another person a duty imposed by statute. Restatement (Second) of Agency at § 492 (1958), Introductory Note, p.435 ("liability follows if the person to whom the performance is delegated acts improperly with respect to it"). An employer who assigns the performance of a non-delegable duty to an employee remains liable for injuries resulting from the failure of the employee to carry out that duty. Restatement, §§ 214 and 219. Title VII imposes on employers a duty to provide their employees with a workplace free of sexual harassment. An employer who entrusts that duty to an employee is liable for injuries caused by the employee's breach of the duty. See, e.g., *Brooms v. Regal Tube Co.*, *supra* n.29 (employer liable for sexual harassment committed by the management official to whom it had delegated the responsibility to devise and enforce its policy against sexual harassment).

Finally, an employer also may be liable if the supervisor "was aided in accomplishing the tort by the existence of the agency relation," Restatement (Second) of Agency § 219 (2) (d). See *Sparks v. Pilot Freight Carriers, Inc.*, 830 F.2d 1554, 44 EPD ¶ 37,493 (11th Cir. 1987); *Hicks v. Gates Rubber Co.*, 833 F.2d at 1418. For example, in *Sparks v. Pilot Freight Carriers*, the court found that the supervisor had used his supervisory authority to facilitate his harassment of the plaintiff by "repeatedly reminding [her] that he could fire her should she fail to comply with his advances." 830 F.2d at 1560. This case illustrates how the two types of sexual harassment can merge. When a supervisor creates a hostile environment through the aid of work-related threats or intimidation, the employer is liable under both the "quid pro quo" and "hostile environment" theories.

E. Preventive and Remedial Action

1) *Preventive Action*—The EEOC's Guidelines encourage employers to:

take all steps necessary to prevent sexual harassment from occurring, such as affirmatively raising the subject, expressing strong disapproval, developing appropriate sanctions, informing employees of their right to raise and how to raise the issue of harassment under Title VII, and developing methods sensitize all concerned.

29 C.F.R. § 1604.11 (f). An effective preventive program should include an explicit policy against sexual harassment that is clearly and regularly communicated to employees and effectively implemented. The employer should affirmatively raise the subject with all supervisory and non-supervisory employees, express strong disapproval, and explain the sanctions for harassment. The employer should also have a procedure for resolving sexual harassment complaints. The procedure should be designed to "encourage victims of harassment to come forward" and should not require a victim to complain first to the offending supervisor. See *Vinson*, 106 S. Ct. at 2408. It should ensure confidentiality as much as possible and provide effective remedies, including protection of victims and witnesses against retaliation.

2) *Remedial Action*—Since Title VII "afford employees the right to work in an environment free from discriminatory intimidation, ridicule, and insult" (*Vinson*, 106 S. Ct. at 2405), an employer is liable for failing to remedy known hostile or offensive work environments. See, e.g., *Garziano v. E.I. DuPont de Nemours & Co.*, 818 F.2d 380, 388, 43 EPD ¶ 37,171 (5th Cir. 1987) (*Vinson*, holds employers have an "affirmative duty to eradicate 'hostile or offensive' work environments"); *Bundy v. Jackson*, 641 F.2d 934, 947, 24 EPD ¶ 31,439 (D.C. Cir. 1981) (employer violated Title VII by failing to investigate and correct sexual harassment despite notice); *Tompkins v. Public Service Electric & Gas Co.* 568 F.2d 1044, 1049, 15 EPD 7954 (3d Cir. 1977) (same); *Henson v. City of Dundee*, 682 F.2d 897, 905, 15 EPD ¶ 32,993 (11th Cir. 1982) (same); *Munford v. James T. Barnes & Co.*, 441 F. Supp. 459, 466, 16 EPD ¶ 8233 (E.D. Mich. 1977) (employer has an affirmative duty to investigate complaints of sexual harassment and to deal appropriately with the offending personnel; "failure to investigate gives tacit support to the discrimination because the absence of sanctions encourages abusive behavior").³⁴

When an employer receives a complaint or otherwise learns of alleged sexual harassment in the workplace, the employer should investigate promptly and thoroughly. The employer should take immediate and appro-

prate corrective action by doing whatever is necessary to end the harassment, make the victim whole by restoring lost employment benefits or opportunities, and prevent the misconduct from recurring. Disciplinary action against the offending supervisor or employee, ranging from from reprimand to discharge, may be necessary. Generally, the corrective action should reflect the severity of the conduct. See *Dornhecker v. Malibu Grand Prix Corp.*, 828 F.2d 307, 309-10, 44 EPD ¶ 37,557 (5th Cir. 1987) (the employer's remedy may be "assessed proportionately to the seriousness of the offense") The employer should make follow-up inquiries to ensure the harassment has not resumed and the victim has not suffered retaliation.

Recent court decisions illustrate appropriate and inappropriate responses by employers. In *Barrett v. Omaha National Bank*, 726 F.2d 424, 33 EPD ¶ 34,132 (8th Cir. 1984), the victim informed her employer that her co-worker had talked to her about sexual activities and touched her in an offensive manner. Within four days of receiving this information, the employer investigated the charges, reprimanded the guilty employee, placed him on probation, and warned him that further misconduct would result in discharge. A second co-worker who had witnessed the harassment was also reprimanded for not intervening on the victim's behalf or reporting the conduct. The court ruled that the employer's response constituted immediate and appropriate corrective action, and on this basis found the employer not liable.

In contrast, in *Yates v. Avco Corp.*, 819 F.2d at 630, 43 EPD ¶ 37,086 (6th Cir. 1987), the court found the employer's policy against sexual harassment failed to function effectively. The victim's first-level supervisor had responsibility for reporting and correcting harassment at the company, yet he was the harasser. The employer told the victims not to go to the EEOC. While giving the accused harasser administrative leave pending investigation, the employer made the plaintiffs take sick leave, which was never credited back to them and was recorded in their personnel files as excessive absenteeism without indicating they were absent be-

³⁴ The employer's affirmative duty was first enunciated in cases of harassment based on race or national origin. See, e.g., *United States v. City of Buffalo*, 457 F. Supp. 612, 632-35, 18 EPD ¶ 8899 (W.D.N.Y. 1978), modified in part, 633 F.2d 643, 24 EPD ¶ 31,333 (2d Cir. 1980) (employer violated Title VII by failing to issue strong policy directive against racial slurs and harassment of black police

officers, to conduct full investigations, and to take appropriate disciplinary action); *EEOC v. Murphy Motor Freight Lines, Inc.*, 488 F. Supp. 381, 385-86, 22 EPD ¶ 30,888 (D. Minn. 1980) (defendant violated Title VII because supervisors knew or should have known of co-workers' harassment of black employees, but took inadequate steps to eliminate it).

cause of sexual harassment. Similarly, in *Zabkowitz v. West Bend Co.*, 589 F. Supp. 780, 35 EPD ¶ 34,766 (E.D. Wis. 1984), co-workers harassed the plaintiff over a period of nearly four years in a manner the court described as "malevolent" and "outrageous." Despite the plaintiff's numerous complaints, her supervisor took no remedial action other than to hold occasional meetings at which he reminded employees of the company's policy against offensive conduct. The supervisor never conducted an investigation or disciplined any employees until the plaintiff filed an EEOC charge, at which time one of the offending co-workers was discharged and three others were suspended. The court held the employer liable because it failed to take immediate and appropriate corrective action.³⁵

When an employer asserts it has taken remedial action, the Commission will investigate to determine whether the action was appropriate and, more important, effective. The EEOC investigator should, of course, conduct an independent investigation of the harassment claim, and the Commission will reach its own conclusion as to whether the law has been violated. If the Commission finds that the harassment has been eliminated, all victims made whole, and preventive measures instituted, the Commission normally will administratively close the charge because of the employer's prompt remedial action.³⁶

³⁵ See also *Delgado v. Lehman*, 665 F. Supp. 460, 44 EPD ¶ 37,517 (E.D. Va. 1987) (employer failed to conduct follow-up inquiry to determine if hostile environment had dissipated); *Salazar v. Church's Fried Chicken, Inc.*, 44 FEP Cases 472 (S.D. Tex. 1987) (employer's policy inadequate because plaintiff, as a part-time teenage employee, could have concluded a complaint would be futile because the alleged harasser was the roommate of

her store manager); *Brooms v. Regal Tube Co.*, 44 FEP Cases 1119 (N.D. Ill. 1987) (employer liable when a verbal reprimand proved ineffective and employer took no further action when informed of the harassment's persistence).

³⁶ For appropriate procedures, see §§ 4.4(e) and 15 of Volume I of the Compliance Manual.

HEALTH SERVICE SYSTEM

CITY AND COUNTY OF SAN FRANCISCO

1212 MARKET STREET

SAN FRANCISCO, CA 94102-4861



PHONES
Administration
15
Membership

558-3701
558-4761
558-4322

December 4, 1989

M E M O

TO: HSS STAFF

FROM: RANDALL B. SMITH *RS*
EXECUTIVE DIRECTOR

RE: POLICY ON LANGUAGE DIVERSITY

The enclosed language diversity policy adopted by the Civil Service Commission on November 6, 1989, is adopted for the Health Service System in its entirety.

Please read and abide by this policy.



CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DRUG FREE WORKPLACE NOTICE

It is unlawful to manufacture, distribute, dispense, possess, or use a controlled substance in the workplace. Any employee violating this prohibition shall be subject to discipline up to and including termination and/or will be required to complete a drug abuse assistance or rehabilitation program.

Each employee engaged in activities funded by Federal grant must notify the department head of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.

Information about the dangers of drug abuse in the workplace and available drug counseling and rehabilitation services is available from the Employee Assistance Program.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC:EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.

DEPARTMENTAL AFFIRMATIVE ACTION PLAN

HUMAN RIGHTS COMMISSION

EDWIN M. LEE, DIRECTOR

FRANK ANDERSON, CONTRACT COMPLIANCE OFFICER II

November 20, 1992

I. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

The Human Rights Commission is committed to equal employment opportunity and a program of affirmative action.

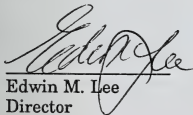
It is the policy of the Human Rights Commission to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, color, marital status, or infection with the Human Immunodeficiency Virus (HIV).

Further, it is the policy of the Human Rights Commission that no person shall be retaliated against because of that person's participation in an employment discrimination investigation, either as a complainant or witness.

Therefore, the Human Rights Commission is committed to a strong Affirmative Action Program (AAP) in order to further nondiscriminatory procedures for increasing the representation of minorities and women in historically underutilized areas of employment.

The Human Rights Commission hereby adopts and executes an Affirmative Action Program to ensure that employment decisions, including recruitment, selection, work assignment, promotion, and compensation are based upon job related criteria and are made without discrimination. In the implementation of the AAP, the Human Rights Commission will take aggressive steps to improve the utilization of various minority groups and women where they are currently underrepresented on the Commission staff.

It is also the policy of the Human Rights Commission to comply with federal, state and local equal employment opportunity laws and guidelines. All HRC supervisors shall be responsible for the implementation of this policy and for ensuring that this department maintains a discrimination free work environment. The Contract Compliance Officer II shall be responsible for coordinating and monitoring the implementation of this program. The AAP and activities shall be regularly evaluated by the Contract Compliance Officer II and reported to the Director, Human Rights Commission.



Edwin M. Lee

Director

Human Rights Commission

II. INTRODUCTION

The Human Rights Commission works to provide leadership and advocacy to secure, protect and promote human Rights for all people. The Commission is the agency of the City and County of San Francisco which is responsible for the enforcement of local anti-discrimination laws and affirmative action protection.

Discrimination is prohibited in San Francisco on the basis of race, religion, color, ancestry, age, sex, sexual orientation, disability, AIDS/HIV, or place of birth¹. The Commission is also responsible for compliance by City and County Departments with the provisions of the minority/Woman/Local Business Utilization Ordinance (Section 12D of the Administrative Code). Finally, the Commission is responsible for implementing federal and local fair housing protection, and is currently in the process of establishing a Hate Violence Reduction Program.

The Commission consists of eleven (11) Commissioners who are appointed by the Mayor to four (4) year terms. The Commission's offices are located at 1170 Market Street on the fifth and sixth floors. In February, 1993 the Commission will relocate to the eighth floor of 25 Van Ness Avenue.

The Commission meets on the second and fourth Thursday of every month at 4:30 P.M. at 1155 Market Street - Fourth Floor Conference Room. The Commission also holds special meetings in various San Francisco neighborhoods every three months. The Commission has met in the Western Addition, Chinatown, the Mission, Castro/Upper Market, and the Sunset.

The Commission has five (5) committees which deal with specific areas of interest to the Commission. These committees are:

1. Issues
2. Employment
3. Lesbian/Gay Advisory
4. Minority/Woman/Local Owned Businesses
5. Youth and Education

¹Sections 12A, 12B, 12C of the Administrative Code and Articles 33 and 38 of the Police Code. Additionally, Article 1.2 of the police Code prohibits discrimination in housing against families with children.

These committees vary in size and are chaired by two Commissioners each. The members of each committee are appointed by the Chair of the Commission upon recommendation of the chairs of the respective committee. Openings on committees are broadly advertised and the membership of each committee is representative of San Francisco's diverse population.

The committees play an important role in advising the Commission. It is the policy of the Commission that before it considers an issue that the appropriate committee(s) review the issue and advise the Commission. This ensures a full and broad consideration of an issue prior to action being taken by the Commission. This process also prevents the Commission from taking positions which have not been thoroughly analyzed as to their consequences.

III. DESIGNATION OF RESPONSIBILITIES

1. Have overall responsibility for the administration of the Affirmative Action Program;
2. Provide policy direction for the Affirmative Action Program to ensure that equal employment opportunity exists in the department and that affirmative action goals are achieved;
3. Regularly communicate and issue directives to supervisors to ensure compliance with the Affirmative Action Program;
4. Hold accountable all individuals so named in the Affirmative Action Program with specific affirmative action responsibilities. This will include, but not be limited to the Management Assistant, Contract Compliance Officer II, and Coordinators.
5. Regularly confer with the Contract Compliance Officer II to review and evaluate the implementation of the Affirmative Action Program, goals and progress.
6. Delegate the development, implementation and administration of the Affirmative Action Program to the Management Assistant, the Contract Compliance Officer II and the Coordinators.

The Contract Compliance Officer II shall be designated as the Affirmative Action Coordinator. The Affirmative Action Coordinator shall coordinate all aspects of the HRC Affirmative Action Plan which are intended to increase representation of minorities and women in job categories and Civil Service employment classifications where underutilization exists. The Affirmative Action Coordinator shall also:

1. Review and monitor the progress of the Human Rights Commission with regard to achieving affirmative action goals on an annual basis;
2. Monitor records of appointments, transfers, promotions, separations, lay offs, disciplinary actions in the HRC workforce to ensure that the department's policy of nondiscrimination is implemented;
3. Provide verbal and written reports concerning HRC affirmative action progress to the Director;

4. Provide to local, state and federal agencies information and/or reports related to equal employment opportunity and affirmative action matters.
5. Ensure the processing and timely investigation of complaints alleging discrimination filed against the Human Rights Commission.

The Contract Compliance Officer II, the Management Assistant and the Coordinators have the responsibility for ensuring that the work environments within their purview are free from discriminatory and harassing behaviors and that EEO laws and policies are complied with.

All HRC employees and other persons with official contact with HRC are required to maintain a work environment which is free from discrimination and harassment in their interactions with others.

IV. UTILIZATION DATA

The following data provides a statistical compilation of the Human Rights Commission's workforce as of October 30, 1992.

TABLE 1 & 1A COMPOSITION OF TOTAL STAFF BY

RACE,SEX,STATUS

TABLE 2 TOTAL DEPARTMENT EMPLOYMENT BY SALARY
RANGES

TABLE 3 OCCUPATIONAL CATEGORIES

TABLE 4 UTILIZATION AS COMPARED TO S.F. LABOR FORCE

TABLE 1

	White	Black	Hisp.	Asian	Fil.	Amer. Ind.	Male	Female	Total
Director				1 100%			1 100%		1
2978 CCO II		1 100%					1 100%		1
2991 Coord.	3 75%	1 25%					2 50%	2 50%	4
2992 CCO I	1 11%	3 33%	1 11%	4 44%			4 44%	5 55%	9
2996 HRC Rep.	2 22%	5 55%		1 11%	1 11%		5 55%	4 44%	9
1844 Sr. Mgt. Asst.	1 100%						1 100%		1
1819 MIS Spec.III	1 100%							1 100%	1
1818 MIS Spec.									
1632 Sr. Act. Clerk					1 100%		1 100%		1
1424 Clerk Typist				1 50%	1 50%			2 100%	2
TOTAL	8	10	1	7	3	0	15	14	29
PERCENT	28%	34%	3%	24%	10%		52%	48%	100%

TOTAL EMPLOYEES (10/30/92)

- 29

TOTAL FUNDED POSITIONS (10/30/92)

- 31

Clerical Positions 3 or 10%

Professional/Admin. 26 or 90%

TABLE 1(a)
TABLE 1: TOTAL DEPARTMENT BY STATUS
OCTOBER 1992

	White	Black	Hisp	Asian	Filipino	Amer/ Ind	Male	Female	Total
Permanent	7	9	1	7	3	-	14	13	27
%	26	33	4	26	11	-	52	48	100
Total	8	10	1	7	3	-	15	14	29
%	28	34	3	24	10	-	52	48	100

TABLE 2: TOTAL DEPARTMENT BY SALARY (OCTOBER 1992)

Total Employees (29)

Salary in 1000s	White	Black	Hisp.	Asian	Filipino	Amer/Ind	Male	Female	Total
0-10	-	-	-	-	-	-	-	-	-
10-20	-	-	-	-	-	-	-	-	-
30-40	-	-	-	1	2	-	1	2	3
40-50	2	1	-	-	-	-	2	1	3
Over 50	6	9	1	6	1	-	-	-	23

Percent

Salary in 1000s	White	Black	Hisp.	Asian	Filipino	Amer/Ind	Male	Female	Total
0-10	-	-	-	-	-	-	-	-	-
10-20	-	-	-	-	-	-	-	-	-
20-30	-	-	-	-	-	-	-	-	-
30-40	-	-	-	33.3	66.6	-	33.3	66.6	100
40-50	66.6	33.3	-	-	-	-	66.6	33.3	100
Over 50	26.1	39.1	4.3	26.1	4.3	-	52	48	100

TABLE 3: TOTAL DEPARTMENT BY OCCUPATIONAL GROUP

Total Employees

Occupational Group	White	Black	Hisp.	Asian	Fil.	Amer/Ind	Male	Female	Total
Administrators*	-	-	-	1*	-	-	1	-	1*
Professionals	8	10	1	5	1	-	13	12	25
Technicians	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-
Office & Clerical	-	-	-	1	2	-	1	2	3
Skilled Craft	-	-	-	-	-	-	-	-	-
Service, Maintenance	-	-	-	-	-	-	-	-	-
Elected & Exempt*	-	-	-	1*	-	-	1*	-	1*

*Administrator exempt

Percent

Occupational Group	White	Black	Hisp.	Asian	Fil.	Amer/Ind	Male	Female	Total
Administrators	-	-	-	100	-	-	-	-	100
Professionals	32	40	4	20	4	-	52	48	100
Technicians	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-
Office & Clerical	-	-	-	33.3	66.6	-	33.3	66.6	100
Skilled Craft	-	-	-	-	-	-	-	-	-
Service, Maintenance	-	-	-	-	-	-	-	-	-
Elected & Exempt*		-	-	100	-	-	100	-	100

TABLE 4: UTILIZATION
HRC STAFF AS OF OCTOBER 1992

	Male	Female	Total
White	3	5	8 (28%)
Black	7	3	10 (34%)
Hispanic	0	1	1 (3%)
Asian	3	4	7 (24%)
Filipino	2	1	3 (10%)
American Indian	0	0	0
Total	15	14	29 (100%)

SAN FRANCISCO LABOR FORCE HRC STAFF
1980 CENSUS

White	57.5%	28%	
Black	9.9%	34%	
Hispanic	11.2%	3%	-8.2%
Asian	15.3%	24%	
Filipino	5.4%	10%	
American Indian	.4%	0	-.4%
Male	54.8%	52%	
Female	45.2%	48%	

V. ANALYSIS OR UTILIZATION DATA

The Human Rights Commission is classified as a small department with a total of thirty-one (31) positions, of which twenty-nine (29) are currently filled (as of October 30, 1992). The two currently vacant positions include a Sr. Clerk-Typist (1426) and a Management Information Specialist (1818). These positions offer the HRC an opportunity to hire with an objective towards those categories which are underutilized.

During the past year, 1991-1992, the HRC staff was reduced by two clerical positions and two professional positions, all eliminated as a result of the tremendous City-wide fiscal problems. One of those professional positions eliminated was the Deputy Director position, as a result of the one-time early retirement package approved by the voters of San Francisco in November, 1991. It should be noted that the HRC vigorously opposed the elimination of this position as it offered one of the extremely few promotive opportunities within the department. Due to the fiscal problems of the City, the HRC staff was reduced from thirty-five (35) to thirty-one (31) during the past year. Of the four positions eliminated, three were held by minorities and the fourth was held by a person with disabilities, who was hired under Rule 34 of the Civil Service Rules.

An analysis of the overall HRC workforce shows parity or above for all groups except Hispanic, based upon the 1980 labor force census. HRC currently has no Native American staff and has only one Hispanic Staff person.

The majority of HRC's positions are professional (27 of 31) while there are only four (4 of 31) clerical. There appears to be available qualified minorities and women in the San Francisco labor force for HRC'S occupational categories.

Due to the relative small size of the HRC workforce and virtually little if any turnover of staff, anticipated openings are few if any. As indicated above, the HRC will vigorously pursue members of underutilized groups to fill the current two (2) vacant positions.

VI. GOALS AND TIMETABLES

The ultimate goal of this plan is to have the staff of the HRC reflect the parity of ethnic groups and women in the San Francisco labor force. HRC currently has two open positions (1426, Clerical and 1818 Management Information Services) for which affirmative recruitment will be made. HRC is making affirmative steps to recruit Latino and Native American personnel in an effort to correct the underutilization reflected in our current workforce. We are committed to providing our best efforts to accomplish this.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.
Must be completed for each category which has 20 or more employees
and at least one variance identified in the Utilization Analysis.

Category: Professionals

If by division, identify:

Anticipated Vacancies: Number and description.

There are currently two (2) vacancies: (1) 1426 Sr. Clerk Typist
and (2) 1818 MIS Specialist. Affirmative steps for recruitment
are now being undertaken in order to target underutilized groups
specified in HRC's affirmative action program.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic (-2)</u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

Goals may include accomplishments made since 7/1/91.

I. Affirmative Action Goals by Total Department

Use a separate form for department and/or division, bureau or unit for which the Utilization Analysis indicates goals are needed.

Department/Division: _____

Anticipated Vacancies: Number and description.

There are currently two (2) vacancies: (1) 1426 Sr. Clerk Typist and (2) 1818 Mis Specialist. Affirmative steps for recruitment are now being undertaken in order to target underutilized groups as specified in HRC's affirmative action program.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic (-2)</u>	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: Professionals

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>8 (32%)</u>			
<u>Black</u>	<u>10 (40%)</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>1 (4%)</u>	<u>11.2%</u>	<u>- 7.2%</u>	<u>Yes</u>
<u>Asian</u>	<u>5 (20%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>1 (4%)</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>- 0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>13 (52%)</u>			
<u>Female</u>	<u>12 (48%)</u>	<u>45.2%</u>		
<u>Total</u>	<u>25</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>2996 Representative, HRC (9)</u>	
<u>2992 Contract Compliance Offr I (9)</u>	
<u>2978 Contract Compliance Offr II (1)</u>	
<u>2991 Coordinator, HRC (4)</u>	
<u>1819 MIS II (1)</u>	
<u>1818 MIS (1)</u>	

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Variance AA Goal?</u>		
	<u>Number</u>	<u>Percent</u>	<u>Availability</u>	<u>(- only)</u>	<u>Yes/No</u>
<u>White</u>	<u>8</u>	<u>28%</u>			
<u>Black</u>	<u>10</u>	<u>34%</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>1</u>	<u>3%</u>	<u>11.2%</u>	<u>- 8.2%</u>	<u>Yes</u>
<u>Asian</u>	<u>7</u>	<u>24%</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>3</u>	<u>10%</u>	<u>5.4%</u>		
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>- 0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>15</u>	<u>52%</u>			
<u>Female</u>	<u>14</u>	<u>48%</u>	<u>45.2%</u>		
<u>Total</u>	<u>29</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

I. Total Department/Division Composition and Utilization,
Including Human Rights Commissioners

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u>	<u>AA Goal?</u>
	<u>Number</u>	<u>Percent</u>	<u>(- only)</u>	<u>Yes/No</u>	
<u>White</u>	<u>11</u>	<u>(28%)</u>			
<u>Black</u>	<u>13</u>	<u>(33%)</u>	<u>9.9%</u>		
<u>Hispanic</u>	<u>2</u>	<u>(5%)</u>	<u>11.2%</u>	<u>- 6.2%</u>	<u>Yes</u>
<u>Asian</u>	<u>10</u>	<u>(25%)</u>	<u>15.3%</u>		
<u>Filipino</u>	<u>4</u>	<u>(10%)</u>	<u>5.4%</u>		
<u>Amer Indian</u>			<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>19</u>	<u>(48%)</u>		
<u>Female</u>	<u>21</u>	<u>(52%)</u>	<u>45.2%</u>	
<u>Total</u>	<u>40%</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

VII. AFFIRMATIVE ACTION PROGRAM STEPS

The Human Rights Commission is committed to taking the following affirmative action steps in implementing its affirmative action program:

Recruitment

Work cooperatively with Civil Service to target recruitment internally and externally and coordinate other recruitment activities. Identify, utilize and establish contract with community organizations including specialized media resources and role models who are minorities and women.

Examination

In cooperation with Civil Service objectively review, analyse and recommend selection standards and procedures in accord with affirmative action objectives.

Discrimination-free work environment

Maintain a discrimination free work environment as per the policy statement of this plan. Take immediate action on complaints of employment discrimination, as per civil service rules.

Employment Training

Encourage and provide training opportunities for employees.

Bilingual positions

Continue to designate and encourage usage of bi-lingual skills on the job.

Promotion

Provide incumbent employees with promotional opportunities for experience, skill refinement and a salary upgrade, where possible.

Reclassification

Develop a plan to implement 503, 504, and ADA Federal regulations for the HRC.

Gay

Continue efforts to provide community liaison staff and services to the Lesbian/Gay community.

Women

Encourage and provide upgrade opportunities for women, especially entry into non-traditional jobs.

VIII. AUDIT AND REPORTING

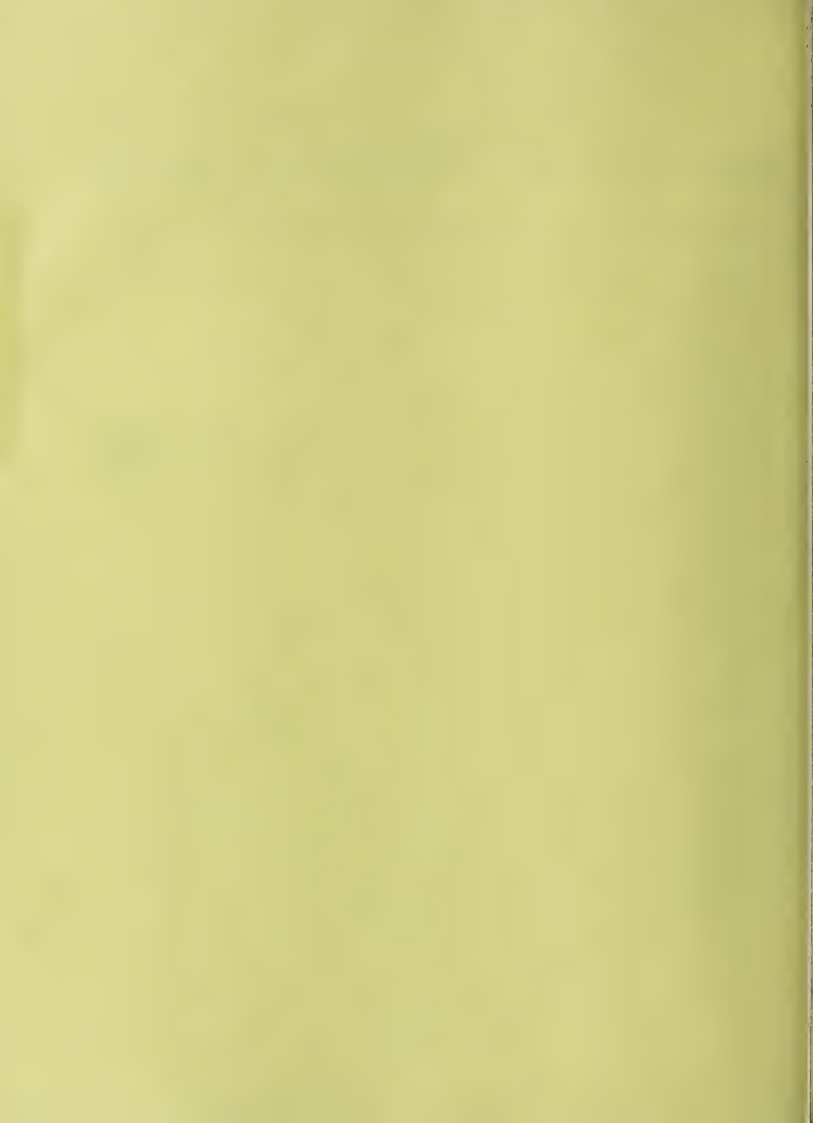
The Human Rights Commission will maintain employment data as required, regarding the status and implementation of this plan. Reports will be provided upon request to the Civil Service Commission, Human Rights Commission and other appropriate agencies as required.

IX. DISSEMINATION

The Human Rights Commission will make known and available to all employees this plan. In addition, the plan will be made available to all interested parties including designated agencies upon request.

The Affirmative Action Coordinator will confer with department supervisors,

EML:np
EQA.EML[WP]
11/17/92



DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT: Juvenile Probation Department

CHIEF EXECUTIVE OF DEPARTMENT: Fred E. Jordan, Jr.
Chief Probation Officer

AFFIRMATIVE ACTION OFFICER: Terrence Daniel
Sr. Management Assistant

DATE ADOPTED OR SUBMITTED: September 9, 1992

CITY AND COUNTY OF SAN FRANCISCO
JUVENILE PROBATION DEPARTMENT
1992 AFFIRMATIVE ACTION PLAN

INTRODUCTION

The Juvenile Probation Department is under the administrative aegis of a seven member Juvenile Probation Commission appointed by the Mayor. The Commission is the policy setting body for the Department.

The Juvenile Probation Department is currently divided into four divisions: Probation Services, Administration, Juvenile Hall and Log Cabin Ranch. Each division has a director or manager under the direct supervision of the Chief Probation Officer. The position of Community Programs Director was added to the Administration Division in 1991.

The Department is dedicated to providing direct service to the Juvenile Court in accordance with the California Welfare and Institutions Code; investigating and supervising juveniles alleged to be within court jurisdiction; and protecting the safety and security of citizens from illegal acts of juveniles.

Probation Services: Is casework-oriented and services are investigative; provision of recommendations for action to the court; supervision of juveniles; and diversion of youth to community-based agencies.

Administration: Manages all fiscal, payroll, personnel, purchasing, facilities maintenance and general services for the Department. Community Programs Unit and Management Information Services Unit are also included in this division.

Juvenile Hall: Is a 24-hour short-term residential detention facility. It houses alleged juvenile law violators pending court action or placement.

Log Cabin Ranch School: Is a residential placement facility located 50 miles south of San Francisco in San Mateo County. It houses a maximum of 86 juvenile law violators. The Juvenile Court Judges commit juveniles to this court-controlled placement as an alternative to the Youth Authority.

All four divisions employ staff who are required to work shifts. Fourteen exempt positions exist in the Department:

- 1 - 8418 Chief Probation Officer
- 1 - 8417 Community Programs Director
- 1 - 8416 Probation Services Director
- 1 - 8344 Juvenile Hall Director
- 1 - 8336 Finance and Administration Manager
- 1 - 8330 Log Cabin Ranch Director
- 1 - 1549 Secretary, Juvenile Probation Commission
- 7 - A091 Juvenile Probation Commissioner



City and County of San Francisco
Juvenile Probation Department

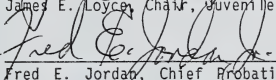
FRED E. JORDAN, JR.
CHIEF PROBATION OFFICER

DATE: July 1, 1992

TO: Juvenile Probation Department Employees

FROM:


James E. Loyce, Chair, Juvenile Probation Commission


Fred E. Jordan, Jr., Chief Probation Officer, Juvenile Probation Department

RE: Equal Employment Opportunity and Affirmative Action Policy

It is the policy of the Juvenile Probation Department to provide equal employment opportunity and non-discrimination for all persons, regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition, AIDS/ARC/HIV infection, age, religion, or political affiliation. This policy covers all employment decisions including recruitment, selection, hiring, promotion, assignment, benefits, compensation, training, transfer, layoff, discipline, and termination.

The Juvenile Probation Commission and the Chief Probation Officer are committed to equal employment opportunity and affirmative action. Our commitment shall be demonstrated by:

- o a departmental affirmative action program including goals and timetables to address identified underutilizations;
- o departmental compliance with relevant federal, state, local laws, guidelines, and requirements which govern equal employment opportunity and affirmative action; and
- o requiring all employees to be informed of and comply with the Department's equal employment opportunity and affirmative action policy.

The Senior Management Assistant shall be responsible for the overall management and direction of the Department's affirmative action program. Division Directors shall be responsible for investigation of discrimination or equal employment complaints within their respective divisions.

DESIGNATION OF RESPONSIBILITIES

The Chief Probation Officer is responsible for developing the equal employment opportunity/affirmative action policy statement, designating person(s) responsible for administration of the program, delegating authority and duties, allocating resources to implement the program, and evaluating its success.

The Senior Management Assistant is responsible for developing and implementing the affirmative action program, internal and external reporting, assisting staff in the collection and analysis of employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve affirmative action goals.

The Probation Services Director, Juvenile Hall Director, Log Cabin Ranch Director, and Finance and Administration Manager are responsible, within their respective divisions, for requesting training for supervisors, taking affirmative action into consideration in hiring and promotions, and providing investigation of discrimination and equal employment complaints.

The Training Officer is responsible for identifying and arranging all training relevant to affirmative action.

Supervisors are responsible for maintaining work places free of discrimination.

All employees are responsible for learning about and complying with the Department's equal employment opportunity and affirmative action policy.

Total Department/Division Composition and Utilization

v. Race/ tnicity	As of 06/30/91		Availability	Variance	AA Disap
	Number	Percent			
White	110	42.1%			
Black	95	36.4%	9.9%	26.5%	No
Hispanic	28	10.7%	11.2%	-0.5%	Yes
Asian	15	5.7%	15.3%	-9.6%	Yes
Filipino	13	5.0%	5.4%	-0.4%	Yes
Amer Indian	0	0.0%	0.4%	-0.4%	Yes
y Gender					
Male	172	65.9%			
Female	89	34.1%	45.2%	-11.1%	Yes
TOTAL	261				

Composition and Utilization by Occupational Category

Category: A. Officials and Administrators

by Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	3	42.9%			
Black	3	42.9%	9.9%		
Hispanic	1	14.3%	11.2%		
Asian	0	0.0%	15.3%	-15.3%	Yes**
Filipino	0	0.0%	5.4%	-5.4%	No*
Amer Indian	0	0.0%	0.4%	-0.4%	No*
by Gender					
Male	2	28.6%			
Female	5	71.4%	45.2%		
TOTAL	7				

* Variance multiplied by total, when rounded off is less than one.

**High level positions are excepted from the provision that only those categories containing more than 20 positions require AA goals.

Composition and Utilization by Occupational Category

Category: B. Professionals

By Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	All Goals
	Number	Percent			
White	81	45.8%			
Black	65	36.7%	9.9%		
Hispanic	19	10.7%	11.2%	-0.5%	yes
Asian	9	5.1%	15.3%	-10.2%	yes
Filipino	3	1.7%	5.4%	-3.7%	yes
Amer Indian	0	0.0%	0.4%	-0.4%	yes
By Gender					
Male	127	71.8%			
Female	50	28.2%	45.2%	-17.0%	yes
TOTAL	177				

8320 Counselor Juv Hall (56)
 8440 Probation Officer (37)
 8442 Sr. Probation Officer (32)
 8321 Counselor Log Cabin (11)
 8322 Sr Counselor Juv Hall (9)
 8414 Supervising Prob Officer (8)
 8318 Counselor II (6)

1. Composition and Utilization by Occupational Category

Category: E. Paraprofessionals

By Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal
	Number	Percent			
White	2	20.0%			
Black	6	60.0%	9.9%		
Hispanic	1	10.0%	11.2%	-1.2%	No*
Asian	1	10.0%	15.3%	-5.3%	No**
Filipino	0	0.0%	5.4%	-5.4%	No**
Amer Indian	0	0.0%	0.4%	-0.4%	No*
By Gender					
Male	9	90.0%			
Female	1	10.0%	45.2%	-35.2%	No**
TOTAL	10				

* Variance multiplied by total, when rounded off is less than one.

**Total number of positions in this category is less than 20.

8316 Assistant Counselor (10)

Composition and Utilization by Occupational Category

Category: F. Office/Clerical

Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	10	28.6%			
Black	10	28.6%	9.9%		
Hispanic	3	8.6%	11.2%	-2.6%	Yes
Asian	3	8.6%	15.3%	-6.7%	Yes
Filipino	9	25.7%	5.4%		
Amer Indian	0	0.0%	0.4%	-0.4%	No*
Gender					
Male	6	17.1%			
Female	29	82.9%	45.2%		
TAL	35				

* Variance multiplied by total, when rounded off is less than one.

1426 Sr. Clerk Typist (13)
 1424 Clerk Typist (5)
 1430 Transcriber Typist (3)
 1444 Secretary I (3)
 1708 Sr. Telephone Operator (2)

11. Composition and Utilization by Occupational Category

Category: G. Skilled Craft

By Race/ Ethnicity	As of 05/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	3	50.0%			
Black	1	16.7%	9.9%		
Hispanic	1	16.7%	11.2%		
Asian	1	16.7%	15.3%		
Filipino	0	0.0%	5.4%	-5.4%	No*
Amer Indian	0	0.0%	0.4%	-0.4%	No*
By Gender					
Male	6	100.0%			
Female	0	0.0%	45.2%	-45.2%	No**
TOTAL	6				

* Variance multiplied by total, when rounded off is less than one.

**Total number of positions in this category is less than 20.

7334 Stationary Engineer (4)

7335 Sr. Stationary Engineer (2)

Composition and Utilization by Occupational Category

Category: H. Service/Maintenance

Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	8	44.4%			
Black	6	33.3%	9.9%		
Hispanic	3	16.7%	11.2%		
Asian	0	0.0%	15.3%	-15.3%	No**
Filipino	1	5.6%	5.4%		
Amer Indian	0	0.0%	0.4%	-0.4%	No**
Gender					
Male	16	88.9%			
Female	2	11.1%	45.2%	-34.1%	No**
TOTAL	18				

* Variance multiplied by total, when rounded off is less than one.

**Total number of positions in this category is less than 20.

2604 Food Service Worker (3)
 2654 Cook (5)
 2656 Chef (2)
 2708 Custodian (4)

II. Composition and Utilization by Occupational Category

Category: N. Directed/Exempt

By Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal
	Number	Percent			
White	3	42.9%			
Black	3	42.9%	9.9%		
Hispanic	0	0.0%	11.2%	-11.2%	No**
Asian	1	14.3%	15.3%	-1.0%	No*
Filipino	0	0.0%	5.4%	-5.4%	No*
Amer Indian	0	0.0%	0.4%	-0.4%	No*
By Gender					
Male	5	71.4%			
Female	2	28.6%	45.2%	-16.6%	No**
TOTAL	7				

* Variance multiplied by total, when rounded off is less than one.

**Total number of positions in this category is less than 20.

A091 Juvenile Probation Commissioner (5)

Composition and Utilization by Classification

Classification: 8320 Counselor Juvenile Hall

Division: B. Professionals

Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	14	25.0%			
Black	29	51.8%	9.9%		
Hispanic	11	19.6%	11.2%		
Asian	2	3.6%	15.3%	-11.7%	Yes
Filipino	0	0.0%	5.4%	-5.4%	Yes
Amer Indian	0	0.0%	0.4%	-0.4%	No*
Gender					
Male	36	64.3%			
Female	20	35.7%	45.2%	-9.5%	Yes
TOTAL	56				

* Variance multiplied by total, when rounded off is less than one.

III. Composition and Utilization by Classification

Classification: 8440 Probation Officer

Division: B. Professionals

By Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal
	Number	Percent			
White	22	59.5%			
Black	9	24.3%	9.9%		
Hispanic	1	2.7%	11.2%	-8.5%	Yes
Asian	4	10.8%	15.3%	-4.5%	Yes
Filipino	1	2.7%	5.4%	-2.7%	Yes
Amer Indian	0	0.0%	0.4%	-0.4%	No*
By Gender					
Male	27	73.0%			
Female	10	27.0%	45.2%	-18.2%	Yes
TOTAL	37				

* Variance multiplied by total, when rounded off is less than one.

1. Composition and Utilization by Classification

Classification: 8442 Senior Probation Officer

Division: B. Professionals

By Race/ Ethnicity	As of 06/30/91		Availability	Variance (- only)	AA Goal?
	Number	Percent			
White	26	81.3%			
Black	2	6.3%	9.9%	-3.6%	Yes
Hispanic	2	6.3%	11.2%	-4.9%	Yes
Asian	1	3.1%	15.3%	-12.2%	Yes
Filipino	0	0.0%	5.4%	-5.4%	Yes
Amer Indian	0	0.0%	0.4%	-0.4%	No*
B. Gender					
Male	22	68.8%			
Female	10	31.3%	45.2%	-13.9%	Yes
TOTAL	32				

* Variance multiplied by total, when rounded off is less than one.

NARRATIVE DISCUSSION OF PAST YEAR'S PERFORMANCE

Women are the most underutilized group. This underutilization is apparent in the following Occupational Category:

<u>Occupational Category</u>	<u>Increase Needed to Achieve Parity</u>	
	<u>Percentage</u>	<u>Number</u>
Professionals	17.0%	30

Asians are the second most underutilized group. This underutilization is apparent in the following Occupational Categories:

<u>Occupational Category</u>	<u>Increase Needed to Achieve Parity</u>	
	<u>Percentage</u>	<u>Number</u>
Professionals	10.2%	18
Office/Clerical	6.7%	2

Filipinos are the third most underutilized group. This underutilization is apparent in the following Occupational Category:

<u>Occupational Category</u>	<u>Increase Needed to Achieve Parity</u>	
	<u>Percentage</u>	<u>Number</u>
Professionals	3.7%	7

Hispanics are the fourth most underutilized group. This underutilization is apparent in the following Occupational Categories:

<u>Occupational Category</u>	<u>Increase Needed to Achieve Parity</u>	
	<u>Percentage</u>	<u>Number</u>
Professionals	.5%	1
Office/Clerical	2.6%	1

American Indians are the fifth most underutilized group. This underutilization is apparent in the following Occupational Category:

<u>Occupational Category</u>	<u>Increase Needed to Achieve Parity</u>	
	<u>Percentage</u>	<u>Number</u>
Professionals	.4%	1

Recruitment. Since most positions within the Department are civil service, vacancies are filled from Civil Service certification lists, which may be several years old. Department employees are informed of openings via bulletin board postings and circulating job announcements.

Non-Civil Service positions are announced via newspaper ads, mailouts to all other City departments, bulletin board postings, and circulating job announcements department-wide.

Selection. Education and experience requirements are job-related and are derived by isolating and analyzing actual work functions of each position. Managers are trained to interview using only legal and job-related questions and criteria. Interview panels are ethnically and gender balanced whenever possible. Department personnel take a very active role in civil service examination development.

Upward Mobility. Affirmative action is taken into consideration when making decisions regarding job assignments, acting assignments, transfers, promotions, and training. Other considerations include seniority, experience, merit, performance and education.

Supervisors Training. In 1991, supervisors received training on (a) how cultural differences and values impact our jobs; and (b) how to deal with prejudice, stereotyping, scapegoating, denial, anger, accusations, and discrimination. This training was provided by the California Standards and Training in Corrections.

Conditions of Employment. Salaries, benefits, and conditions of employment are established by salary standardization and various memoranda of understanding with unions.

Employment Decisions. Layoff, termination and disciplinary action procedures are clear and fairly applied.

Resources. Resources for affirmative action efforts are insufficient. Directing personnel to participate in job fairs or community-based recruitment makes adequate shift coverage difficult. Our advertising funds are severely limited. The departmental affirmative action administrator is also in charge of all stenographic, telephone, payroll and personnel operations for the department. Each investigator for discrimination complaints is also in charge of a major operational division.

I. Affirmative Action Goals by Total Department

Juvenile Probation Department

Anticipated Vacancies:

8320 Counselor Juvenile Hall	12
8440 Probation Officer	6
8442 Sr. Probation Officer	3
1444 Secretary I	1
1426 Sr. Clerk Typist	1
A091 Juvenile Probation Commissioner	2

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Female	19	108	41.4%
Asian	19	34	13.0%
Filipino	2	15	5.7%
Hispanic	2	30	11.5%

Affirmative Action Goals by Occupational Category

Category: Professionals

Anticipated Vacancies:

8320 Counselor Juvenile Hall	12
8440 Probation Officer	6
8442 Sr. Probation Officer	3

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Female	19	69	39.0%
Asian	18	27	15.3%
Filipino	2	5	2.8%
Hispanic	1	20	11.3%

AAHIRE: A151.8170

II. Affirmative Action Goals by Occupational Category

Category: Office/Clerical

Anticipated Vacancies:

1444 Secretary I	1
1426 Senior Clerk Typist	1

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Asian	1	4	11.4%
Hispanic	1	4	11.4%

HIRE: A201.G221

1. Affirmative Action Goals by Classification

Classification: 8320 Counselor Juvenile Hall

Division: Professionals

Anticipated Vacancies:

8320 Counselor Juvenile Hall 12

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Female	10	30	53.6%
Asian	11	13	23.2%
Filipino	1	1	1.8%

AAHIRE: A251.6271

III. Affirmative Action Goals by Classification

Classification: 8440 Probation Officer

Division: Professionals

Anticipated Vacancies:

8440 Probation Officer

6

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Female	6	16	43.2%
Asian	5	9	24.3%
Filipino	1	2	5.4%

AHIRE: A301.6322

1. Affirmative Action Goals by Classification

Classification: 8442 Senior Probation Officer

Division: Professionals

Anticipated Vacancies:

8442 Senior Probation Officer 3

Affirmative Action Goals for June 30, 1993

Target Group Underutilized	New Hires/ Promotions	Total	Percent
Female	3	13	40.6%
Asian	2	6	18.8%
Filipino	0	1	3.1%
Hispanic	1	3	9.4%

AFFIRMATIVE ACTION PROGRAMS

AA Program Understanding and Support. The Senior Management Assistant is authorized to identify problem areas, set timetables and goals, and develop programs to achieve goals. In order to fully implement an effective affirmative action program, the Department will endeavor to provide appropriate training and sufficient resources to the Senior Management Assistant.

All staff will receive a copy of the Department's AA and EEO policy, will have access to the Department's AA Plan upon request, and will receive AA training. Each employee will be informed of his/her AA responsibilities and evaluated on his/her performance of those responsibilities by an immediate supervisor.

Recruitment and Outreach. Civil service examinations and non-civil service vacancies will be announced in publications and community organizations serving women and minorities. Current female and minority staff will be encouraged to represent the Department at job fairs, career days and other recruitment activities.

Selection and Hiring Procedures. Department staff will work closely with the Civil Service Commission Examination and Classification staff to ensure that position descriptions accurately reflect position function, education and experience requirements are job-related and examinations measure job-related qualifications.

When selecting and hiring provisional (non-civil service) staff, the Department will follow Civil Service Commission guidelines and will seek technical assistance from the Equal Employment Opportunity Unit. The Department will include minorities and women on interview panels and utilize uniform and non-discriminatory review criteria, interview questions, and rating standards. The Department will retain each recruitment's review criteria, interview questions, and rating standards, as well as related job announcements, position descriptions, application materials and resumes.

Upward Mobility Training and Promotive Opportunities. Department staff will provide training and educational programs that qualify employees for advancement, post all promotional opportunities and encourage employees to apply, and consider the department's affirmative action goals when making acting assignments to promotive levels.

Special Emphasis Programs. Individuals with disabilities will be provided reasonable accommodations to compete for employment and, when hired, to successfully perform the essential functions of the job. Supervisors and managers will be periodically oriented to the Civil Service Commission's "Rule 34" Program for the Exempt Employment of Severely Disabled Individuals.

For occupations that are "traditionally male" (e.g., counselor, senior counselor, counselor II, probation officer, senior probation officer, stationary engineer, senior stationary engineer, chef, cook, custodian, and food service worker), department staff will take the steps already described in the Recruitment and Outreach and Selection and Hiring Procedures sections.

AUDITING AND REPORTING

Each month, the Training Officer and Division Managers will submit to the Senior Management Assistant documentation of recruitment and training efforts and employment decisions that have affirmative action impact. The Senior Management Assistant will establish a system to maintain this documentation and will prepare quarterly summary reports for review by the Chief Probation Officer.

In addition, the Senior Management Assistant will submit progress reports to the Mayor, Board of Supervisors, Civil Rights Commission, Human Rights Commission, and other regulatory agencies as required.

DISSEMINATION

Internal. All managers and supervisors will be informed of the Department's equal employment opportunity and affirmative action policy and of their responsibilities to implement the affirmative action program.

All employees will receive a copy of the Department's AA and EEO policy and will have access to the Department's AA Plan upon request. All employees will be informed of their responsibility to maintain a workplace free of harassment and will be taught how to file a discrimination complaint.

The Department's EEO and AA policies will be included in employee handbooks, orientation documents, and training materials. A copy of the AA Plan will be available at a convenient location for employee review.

External. The Juvenile Probation Commission will discuss the AA Plan at public meetings and will review and give final approval for the Plan. A copy of the AA Plan will be available at a convenient location for review by employee organizations, community groups and the public.

APPENDIX TO JUVENILE PROBATION 1992 AFFIRMATIVE ACTION PLAN
CLASSIFICATIONS BY OCCUPATIONAL CATEGORY

Officials and Administrators

8326 Log Cabin Ranch Assistant Director
8330 Log Cabin Ranch Director
8336 Finance and Administration Manager
8340 Juvenile Hall Assistant Director
8344 Juvenile Hall Director
8416 Probation Services Director
8417 Community Programs Director

Professionals

1650 Accountant
1811 Management Information Systems Specialist
1842 Management Assistant
3284 Recreation Director
8318 Counselor II
8320 Counselor, Juvenile Hall
8321 Counselor, Log Cabin Ranch
8322 Senior Counselor, Juvenile Hall
8323 Senior Counselor, Log Cabin Ranch
8324 Supervising Counselor
8414 Supervising Probation Officer
8415 Senior Supervising Probation Officer
8440 Probation Officer
8442 Senior Probation Officer
9706 Employment and Training Specialist III
9708 Employment and Training Specialist IV

Paraprofessionals

8316 Assistant Counselor

Office/Clerical

1222 Senior Payroll and Personnel Clerk
1424 Clerk Typist
1426 Senior Clerk Typist
1430 Transcriber Typist
1444 Secretary I
1454 Executive Secretary III
1630 Account Clerk
1706 Telephone Operator
1708 Senior Telephone Operator
1807 Management Information Systems Technician II
1922 Senior Inventory Clerk
1924 Materials and Supplies Supervisor
1932 Assistant Storekeeper
4321 Casier II

Skilled Craft

7334 Stationary Engineer
7335 Senior Stationary Engineer

CLASSIFICATIONS BY JOB CATEGORY (CONT'D)

Service/Maintenance

2604 Food Service Worker
2654 Cook
2656 Chef
2708 Custodian
2716 Custodial Assistant Supervisor
2770 Senior Laundry Worker
2772 Sewing Technician
3417 Gardner
7120 Buildings and Grounds Maintenance Superintendent

Elected/Exempt

1549 Juvenile Probation Commission Secretary
8418 Chief Probation Officer
A091 Juvenile Probation Commissioner

classaa.pag



CITY AND COUNTY OF SAN FRANCISCO

POLICY ON LANGUAGE DIVERSITY

PURPOSE STATEMENT

The San Francisco Civil Service Commission finds that the cultural and racial composition of the City's citizens and of its workforce has changed. Therefore, it is desirable to promulgate a policy which fosters acceptance and prevents intergroup tensions as related to the use of languages other than English in the provision of public services and the employment of individuals whose primary language is not English.

The San Francisco Civil Service Commission reaffirms its equal employment opportunity policy that ensures the employment of an ethnically and culturally diverse workforce wherein individuals shall enjoy equal application of the terms and conditions of employment, including the right to speak their primary language.

The Commission recognizes that a workforce that speaks languages other than English enhances the services provided to the City's culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.

All employees of the City and County of San Francisco are advised that an employee's use of a language other than English is not only an asset in the provision of public services but, with few exceptions, is a legally protected right.

LEGAL REQUIREMENTS

The policy of the Civil Service Commission is in compliance with federal guidelines of the U.S. Equal Employment Opportunity Commission which state that prohibiting employees from speaking their native language in the workplace may result in unlawful national origin discrimination under Title VII of the Civil Rights Act.

A rule which requires employees to speak only English at all times may violate Title VII as a burdensome term and condition of employment since the primary language of an employee is often an essential national origin characteristic. A department may only have a rule requiring that employees speak only English at certain times where an employer:

1. can show that the rule is justified by business necessity;
2. notifies their employees of the speak-only-English rule and of the general circumstances when speaking only English is required;
3. and notifies employees of the consequences of violating the rule.

There are few circumstances under which a policy will meet the "business necessity" test. Justifications such as "Supervisors can't understand what employees are saying," "English speaking employees suspect that non-English speaking employees are talking about them," and "The policy will enhance public image," are not sufficient to meet the business necessity requirement.

DUAL RESPONSIBILITY

Supervisors and line employees have a shared responsibility for maintaining a work environment that is comfortable and productive for everyone. Where co-workers or clients express concerns about employees speaking in a language other than English, supervisors should work toward informally resolving these interpersonal difficulties in a constructive and sensitive manner.

In order to assure effective communication during emergencies and constructive discussion of assignments, work performance and work rules; supervisors and employees should expect that any direct communications be conducted in a commonly understood language.

POLICY IMPLEMENTATION

The Civil Service Commission designates its Equal Employment Opportunity Unit (CSC EEO) as its agent in administering the guidelines and provisions of this policy. The CSC EEO Unit is further designated as the resource from which departments, employees and/or applicants for employment may obtain assistance on matters addressed in the policy.

In assuring uniform application of this policy; departments, agencies, boards and commissions of the City and County of San Francisco shall be required to:

1. Adopt this or a similar policy and forward confirmation and copies of such to the CSC EEO Unit within sixty (60) calendar days of the date of the issuance of this policy;
2. Consult with and obtain the express approval of the CSC:EEO Unit prior to the implementation of any specific department language policy to assure that it conforms with the requirements of federal, state and local guidelines.

Employees and applicants for employment with the City and County of San Francisco who believe that any departmental language policy discriminates in the terms and/or conditions of their employment may file a complaint with the CSC EEO Unit under the provisions of CSC Rule 1.03F. Employees may also file such charges with the California State Department of Fair Employment and Housing or the United States Equal Employment Opportunity Commission. Instructions on how to file such a complaint are available from the CSC EEO Unit in Room 151, City Hall or by calling 554-4736.

DISTRIBUTION OF POLICY

Appointing Officers and/or Department Heads are responsible for assuring that all employees are aware of this policy. In addition to distributing this policy to all employees, Departments are required to post it at all times in a conspicuous manner on Departmental or employee bulletin boards. Further, this policy is to be included in the Department's new employee orientation.



CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

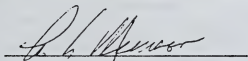
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

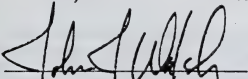
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

CIVIL SERVICE COMMISSION



A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.



September 2, 1980
Reissued: May 12, 1988

MEMORANDUM

To : All Appointing Officers
Departmental Personnel Officers
Employees and Employee Organization Representatives

From : John J. Walsh
General Manager, Personnel

SUBJECT : POLICY REGARDING THE USE OF SLURS BY CITY OFFICIALS AND EMPLOYEES

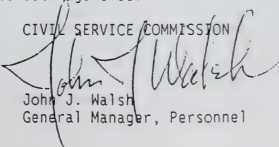
At its meeting of August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by City officials and employees:

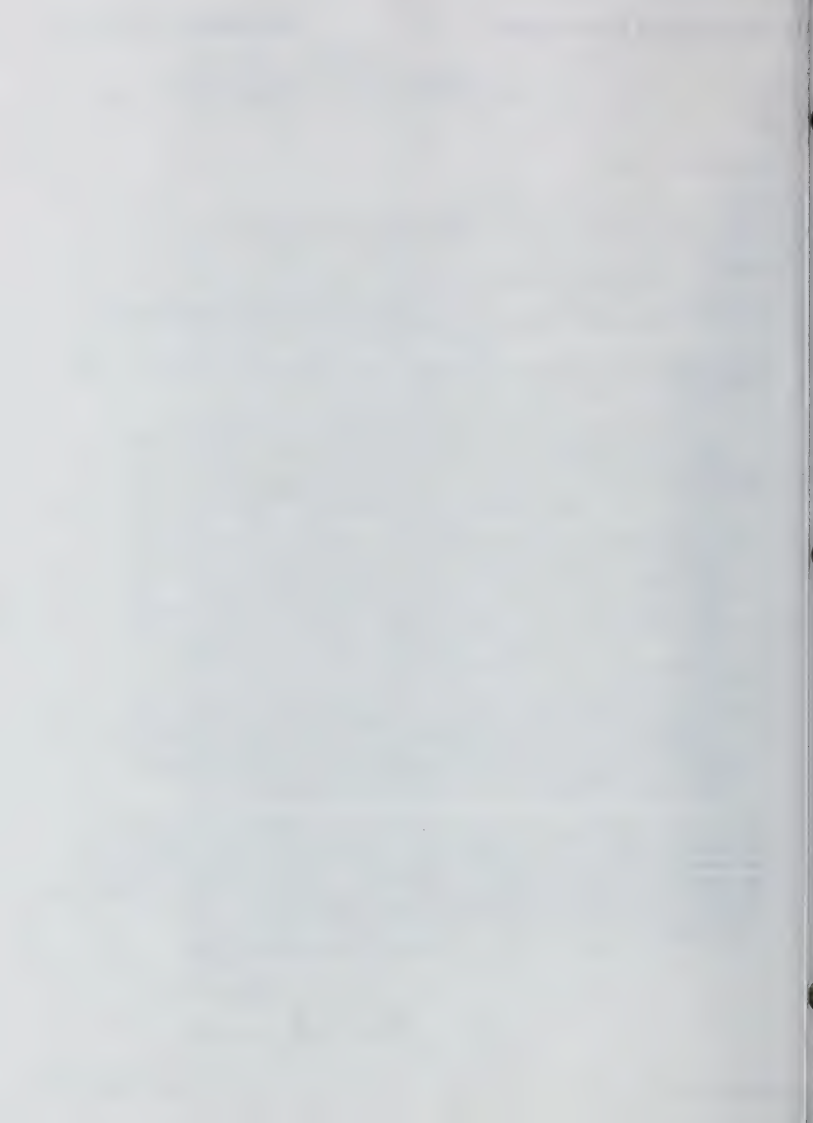
"IT IS THE POLICY OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL TREATMENT AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME, AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMOTING ILL WILL AND RANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY CITY OFFICIALS OR EMPLOYEES WILL BE CONSIDERED BY COMMISSIONS, DEPARTMENTS, AGENCIES, BOARDS, OR APPOINTING AUTHORITIES AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID CITY OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF CITY EMPLOYEES."

It is requested that each commission, board and department adopt this policy and that it be widely disseminated to and rigorously enforced by every officer and employee of the City and County. Please notify the Civil Service Commission and the Human Rights Commission in writing of action taken to implement this policy and forward copies of commission or board resolutions and departmental orders or directives to both agencies.

CIVIL SERVICE COMMISSION


John J. Walsh
General Manager, Personnel



SECTION 16.9-25. PROHIBITING SEXUAL HARASSMENT OF CITY EMPLOYEES; ESTABLISHING A COMPLAINT PROCEDURE; PROVIDING FOR REMEDIES FOR PERSONS WHO HAVE BEEN FOUND TO BE VICTIMS OF SEXUAL HARASSMENT INCLUDING THE SETTING ASIDE OF DISCIPLINARY ACTION AGAINST THESE PERSONS; REQUIRING THE IMPOSITION OF DISCIPLINARY ACTION AGAINST PERSONS VIOLATING THIS SECTION; REQUIRING DISTRIBUTION OF THE POLICY; INTERPRETATION.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances; when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purpose of this section, the following behavior by City officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
- (2) retaliation against an employee or applicant for employment who complained of sexual harassment, or who testified on behalf of one who made a complaint, or who assisted or participated in any manner on behalf of a complainant in an investigation, proceeding or hearing conducted under this section

(d) A supervisory employee receiving a complaint of sexual harassment shall inform the department head of such complaint within three (3) working days. Upon receipt of such information the department head shall inform, in writing, the Equal Employment Opportunity Unit of Civil Service within five (5) working days. Within five (5) working days after receiving notice of a complaint, the Civil Service Commission shall report that complaint to the Commission on the Status of Women. The Civil Service Commission's reports to the Commission on the Status of Women shall not contain information identifying the parties involved in the events giving rise to the complaint, but shall include all other relevant details. The Civil Service Commission shall report the outcome of each complaint to the Commission on the Status of Women promptly after the complaint is resolved. The Civil Service Commission shall annually report to the Board of Supervisors, the Mayor, the Human Rights Commission and the Commission on the Status of Women the number of claims filed, the number of claims pending, the departments in which claims have been filed and such other information the Commission determines necessary regarding problems in enforcement under this section.

(e) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final and shall forthwith be enforced by every employee and appointing officer.

(f) During any hearing on a complaint of sexual harassment, evidence of the sexual conduct of the complainant offered to attack the credibility of the complainant shall be permitted only as provided in the Civil Service Commission Hearing Procedures and with the express approval of the Civil Service Hearing Panel.

(g) Upon a finding that a City official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall receive disciplinary action up to and including demotion or dismissal in accordance with the applicable provisions in the Charter. A statement of those findings, of the disciplinary action taken, and of any final determination of subsequent acts of sexual harassment shall be made a part of the employee's personnel file and shall be included in the employee's performance evaluation.

(h) Whenever a final determination is made that an action taken against a City employee, such as but not limited to, a reassignment, transfer, termination, disciplinary action or demotion, constitutes sexual harassment, the responsible appointing officer in the subject department shall set aside that action and provide a make-whole remedy to the complainant including but not limited to reinstatement of all benefits, seniority and back pay. After a final determination is made that sexual harassment did occur, the appointing officer in the subject department shall provide written notification of compliance with the requirements of this section to the General Manager, Personnel.

(i) Prevention is the best tool for the elimination of sexual harassment. All City and County commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof. Each appointing officer shall require his or her supervisory personnel to instruct all employees under their supervision of the contents of this ordinance and of the Civil Service procedures for filing a complaint for violation thereof, and shall adopt a specific departmental policy delineating that sexual harassment will not be tolerated and shall provide to or acquire for its supervisory personnel a training program designed to educate and thereby prevent sexual harassment.

(j) This policy shall be construed in a manner consistent with the right of free speech, association and privacy.

(k) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance upon request to any employee, applicant for employment, or City department whenever appropriate.

(l) Nothing in this Section is intended to limit the power of a department head to discipline a department employee found guilty or responsible for sexual harassment or retaliation.

(Amended by Ord. 213-86, App. 6/13/86; Ord. 271-89, App. 7/28/89).

1704C/3/06/91

CIVIL SERVICE COMMISSION

RULE 1.03.F.

DISCRIMINATION COMPLAINTS

F. Discrimination Complaints

1. Purpose

Pursuant to Charter Section 3.661, this rule establishes procedures to review and resolve allegations of discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color, medical condition (cancer-related), or the conditions Acquired Immune Deficiency syndrome (AIDS) and AIDS related conditions (ARC).

c. Job restructuring efforts with the cooperation of appointing authorities to organize work and redesign jobs in ways that provide entry-level training opportunities for persons lacking "journey-level" knowledge of skills to enter, and, with appropriate training, to progress in a career field;

d. Revamping of selection instruments or procedures, as necessary, in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

e. Inclusion of women and minorities on oral appraisal boards when practicable. Oral appraisal board orientations shall be conducted in writing or by means of automatic recording devices, and all such written orientation records shall be retained with the permanent records of the examination and may be inspected by candidates in accordance with Rule 9.16 as to inspection of papers.

f. Systematic efforts to provide career advancement training, both classroom and on-the-job, to employees locked into dead-end jobs.

D. Dissemination of the Rule

Copies of the foregoing Affirmative Action Rule shall be available in all City departments, which shall be responsible for its widest practicable dissemination. Members of the oral appraisal boards shall be given copies of this rule well in advance of interview sessions. The rule shall be distributed to all recruitment sources, local media, and employee representative organizations.

E. Monitoring and Evaluation

The Human Rights Commission of the City and County of San Francisco shall quarterly review the compliance status of the Civil Service Commission in regard to this rule and shall quarterly report its findings and recommendations to the Commissioners of the Civil Service Commission and to the Mayor. Upon request of the Human Rights Commission, the staff of the Civil Service Commission shall fully disclose all such non-confidential books, records, documents and other information as the Human Rights Commission shall deem relevant to the monitoring and evaluation function herein described. Upon request, the General Manager, Personnel, or authorized designee shall appear and give testimony before the Human Rights Commission with respect to the Civil Service Commission's compliance with any of the provisions of this rule.

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Any employee or applicant may file a complaint alleging that he or she has been discriminated against as a result of any employment decision made by any agency, department or commission of the City and County of San Francisco. The sole purpose of proceedings under this section is to provide a mechanism for the investigation and resolution of such charges of discrimination and to provide an appropriate remedy for the complainant where a determination is made that discrimination prohibited by this rule has occurred. (Amended 1/4/88 - CSC Rule Change Number 11)

2. Filing a Complaint of Discrimination

Filing a complaint under this rule shall consist of the submission of a signed letter to the General Manager, Personnel, of the Civil Service Commission specifying those facts and reasons which support the charge. The letter of complaint must clearly state the basis upon which the charge of discrimination is filed and the specific adverse action about which the employee is complaining. The complainant bears the burden of proof and toward this end, should also provide supporting documents, names of witnesses and/or other facts that tend to corroborate the charge.

3. Filing Deadline Requirement

All such complaints must be filed, as specified above, within thirty (30) calendar days of the alleged discriminatory action or within thirty (30) calendar days of the date the complainant should have been aware of the alleged violation. The timely filing of said complaint under a specific Civil Service Commission approved departmental discrimination complaint procedure, where applicable, shall serve to satisfy this time requirement.

4. Discrimination Complaint Process

a. Upon receipt, the General Manager, Personnel, shall forward the complaint to the Assistant Secretary of the Civil Service Commission who shall forward copies of all such complaints to the San Francisco Human Rights Commission and to each member of the Civil Service Commission. The Civil Service Equal Employment Opportunity Unit (hereinafter EEO Unit) shall act on behalf of the General Manager, Personnel, for purposes of investigation, mediation, and/or any other resolution of all such complaints.

b. The EEO Unit shall contact the complainant for purposes of scheduling an initial intake interview and completion of the appropriate EEO complaint form. A copy of the complaint shall immediately thereafter be forwarded to the department against whom charges have been made.

c. Within ten (10) working days of written notification to the department being charged, the EEO Unit shall contact both parties to determine if resolution of the complaint is possible. Both parties are strongly encouraged to voluntarily attempt resolution of the allegations. The EEO Unit shall serve as a vehicle to mediate an amicable settlement where possible. Such an attempt shall not imply any determination or concession by either party with regard to the merit of the charges.

Successful attempts at resolution shall result in a written agreement signed by both parties. A copy of said agreement shall be submitted to the General Manager, Personnel, for review. Subject to those limits prescribed by law, resolution agreements shall be implemented as soon as practicable.

d. Should the attempt at resolution fail, the EEO Unit shall conduct an investigation of the charges. Such investigative authority shall include the reviewing and obtaining of copies of relevant documents, interviewing individuals and such other activity as may be necessary to obtain information pertinent to the specifics of the charges. The investigation shall result in the submission of an Investigative Report or a Recommendation of Dismissal to a panel of three persons of whom one shall be designated by the General Manager, Personnel, one by the Office of the Mayor and one by the San Francisco Human Rights Commission (hereinafter the Panel). This Panel shall constitute the Civil Service Commission's designee for purposes of hearing and disposition of employment discrimination complaints.

1) Recommendation of Dismissal

Where it appears after investigation that the complaint clearly fails to constitute a violation of this rule, the EEO Unit shall prepare a Recommendation of Dismissal specifying the reasons therefor. Said recommendation shall be forwarded to the Panel for review, to the complainant, and to the department charged with the alleged violation. Within ten (10) calendar days of the postmarked date of the Recommendation of Dismissal, the complainant may submit in writing to the EEO Unit, any facts or reasons opposing the Recommendation of Dismissal. The complainant's submission shall be immediately transmitted by the EEO Unit to the Panel. As soon as practicable after the receipt of complaint's submission or the expiration of complainant's time for submission, the Panel shall in writing dismiss the complaint or deny the Recommendation of Dismissal specifying the reasons therefor. Copies of the Panel's determination on the Recommendation of Dismissal shall be forwarded, within five (5) working days of the ruling, to the complainant and the department involved. No evidentiary hearing shall be held on the Recommendation of Dismissal. The complainant may seek review of a Panel's dismissal determination by the Civil Service Commission. The procedure and time limit for requesting such review shall be in accordance with Section 1.03.F.4.d.(v) below.

11) Investigative Report and Hearing

Where it appears after investigation that corroborative evidence exists to warrant hearing of the charges, an investigative report shall be forwarded to the Panel and the hearing scheduled. Both parties to the complaint shall be given at least ten (10) working days notice of the date, time and location of the hearing. The complainant and the department shall have the right to have a representative at the hearing, call a reasonable number of witnesses, pose pertinent questions of opposing witnesses through the Chair of the Panel and present closing arguments.

The hearing shall be conducted in conformance with the Civil Service Discrimination Complaint Hearing Panel Procedures. A copy of these procedures may be obtained from the EEO Unit. The Panel shall issue written findings to both parties within thirty (30) calendar days of the conclusion of the hearing.

When appropriate the findings shall include a remedy for the complainant which shall be enforced as soon as practicable. The determination of the Panel shall be final thirty (30) calendar days from the postmarked date of the written findings unless either party to the complaint seeks review by the Civil Service Commission. The procedure and time limit for requesting such review shall be those set forth in Section 1.03.F.4.d.(v) below. The final determination or settlement agreement reached under this rule shall be binding upon and enforced by every employee and appointing officer.

iii) Any challenge to the jurisdiction of the Panel to hear a complaint must be submitted in writing to the EEO Unit for transmission to the Panel within ten (10) working days of the date of the written notice of complaint sent to the department against which charges have been made.

iv) Subject to budgetary considerations, the proceedings shall be recorded by a Court Reporter. It is not required that a formal transcript of the proceedings be made. Should any party desire a formal transcript, that party shall bear the cost of obtaining the transcript. No attorney fees shall be provided to any party pursuant to proceedings under this rule.

v) Request for Review of a Panel Action

A request for review of a Panel dismissal determination or a decision after hearing may be filed in writing with the Assistant Secretary to the Civil Service Commission specifying the reasons therefor. The request for review must include, in detail, the specific issue(s) upon which the Panel dismissal or decision is challenged and must be received in the Office of the Assistant Secretary to the Civil Service Commission no later than thirty (30) calendar days from the postmarked date of the Panel's written dismissal or decision. Requests for review will be referred to the Civil Service Commissioners to determine if the Commission will agree to review the matter. The Commission shall render its decision within thirty (30) calendar days of the receipt of the request for review. If after consideration of the written request a majority of the Commissioners do not consent to hear the matter, the request is denied and the action of the Panel is final. If the Commission agrees to grant the request for a review, the matter shall thereafter be calendared. At any review the taking of evidence and oral arguments will be permitted only as the Commission may determine. The decision of the Civil Service Commission shall be final and no reconsideration shall be allowed.

5. Where the allegations underlying a timely-filed discrimination complaint also comprise the bases or are an element of a separate matter which is subject to hearing or determination by the Civil Service Commission in accordance with its Rules, the final determination reached under this rule shall constitute a Finding of Fact and the merits of the discrimination charge shall not be reheard.

6. Complaints relative to examination matters covered by Rule 3.04, 5.06 or the Office of Revenue Sharing (ORS). Compliance Agreement of July 1979 shall not be processed under this rule but shall be dealt with by the General Manager, Personnel, of the Civil Service Commission.

7. It shall be a violation of this rule to discriminate against, retaliate against or harass any employee or applicant because such employee has complained of or opposed any discrimination prohibited under this rule or has made a complaint, testified, supplied evidence, assisted or participated in any manner in any investigation, proceeding or hearing under this rule.

8. Any employee or applicant may file a complaint alleging that he or she has been retaliated against in violation of subsection F.7. of this rule and any such complaint shall be filed and processed in the same manner as other discrimination complaints under this rule.

9. Investigations, statements of witnesses and transcripts thereof taken pursuant to proceedings under this rule shall be used only for the purposes set forth in subsection F.4. of this rule and shall be held in confidence insofar as is practicable and fair.

10. This rule does not preclude an individual's right to file the same or similar complaint, under any approved city department, board, or commission discrimination complaint process, or with any state or federal regulatory agency, or to litigate for relief. Where there exists a specific Civil Service Commission approved departmental discrimination complaint procedure, the complainant may opt to utilize the procedure first or may directly complain to the Civil Service Commission in accordance with this rule. Where a timely complaint is filed with both the Civil Service Commission Equal Employment Opportunity Unit and an approved departmental discrimination complaint procedure, deferral shall be accorded to the departmental procedure unless the complainant indicates to the Equal Employment Opportunity Unit, in writing and within five (5) calendar days of the Equal Employment Opportunity Unit intake interview, that they want the departmental procedures to cease. In the event that the complainant elects to proceed under departmental procedures, the Civil Service Commission shall hold its investigation in abeyance, pending the outcome of departmental procedures. Complainant's opposing any finding of the department shall, within ten (10) calendar days of the issuance of the findings, request in writing to the Equal Employment Opportunity Unit that the Civil Service Commission reinstitute its procedures under this rule. (Amended 1/4/88 - CSC Rule Change Number 11)

11. When a complaint filed under this rule is also filed with a state, federal or other agency duly authorized to investigate complaints of discrimination and to seek or impose relief, the Panel may determine that proceedings under this rule shall be suspended and deferral be accorded to that state, federal or other proceeding. When a charge of discrimination filed under this rule is also the subject or an element of litigation, proceedings under this rule shall cease and deferral be accorded to the court.

G. Incorporation of Federal Guidelines

The Commission, consistent with this rule, hereby adopts and incorporates the Federal affirmative action guidelines for local governments adopted by the United States Equal Opportunity Commission; the United States Commission on Civil Rights, the United States Department of Justice, the United States Department of Labor, and the United States Civil Service Commission as adopted August 26, 1976.



EMBARGOED: Hold for release until 12 Noon (EST) Friday, February 28, 1992

CIVIL RIGHTS ISSUES FACING ASIAN AMERICANS IN THE 1990S

EXECUTIVE SUMMARY

This U.S. Commission on Civil Rights statutory report presents the results of a broad-based investigation into the civil rights issues facing Asian Americans that was undertaken as a follow-up to a series of Asian Roundtable Conferences held by the Commission in 1989. Contrary to the popular perception that Asian Americans are a "model minority," the report reveals that Asian Americans face widespread prejudice, discrimination, and denials of equal opportunity. In addition, many Asian Americans, particularly those who are immigrants, are deprived of equal access to public services, including police protection, education, health care, and the judicial system.

The report identifies several key factors contributing to the civil rights problems facing today's Asian Americans. First, Asian Americans are the victims of stereotypes that are widely held among the general public. Perhaps the most damaging of these is the "model minority" stereotype, the often-repeated contention that Asian Americans have overcome all barriers facing them and that they are a singularly successful minority group. This stereotype causes resentment of Asian Americans within the general public and often leads Federal, State, and local agencies to overlook the problems facing Asian Americans.

Second, many Asian Americans, particularly immigrants, face significant cultural and linguistic barriers that deny them equal access to public services and from participating fully in the American political process. Many Asian American immigrants arrive in the United States with minimal facility in the English language and with little familiarity with American culture and society. There has been a widespread failure of government at all levels and of the nation's public schools to provide for the needs of these immigrant Asian Americans. Such basic needs as interpretive services to help limited English proficient Asian Americans in their dealings with government agencies, culturally appropriate medical care, bilingual/English as a Second Language education, and information about available public services are largely unmet.

A third, but equally important problem confronting Asian Americans today is a lack of political empowerment. Asian Americans face many barriers to participation in the political process, and the large majority of Asian Americans have very little access to political power. As a result, the political leadership of the United States often fails to address the needs and concerns of Asian Americans.

This summary offers a brief overview of the report's findings, which form the basis for 44 recommendations to strengthen civil rights protections for Asian Americans in areas

ranging from bigotry and violence against them, to discrimination in education and employment and access to public services.

Bigotry and Violence Against Asian Americans. Bigotry and violence against Asian Americans is a serious national problem. This report recounts numerous incidents of bigotry and violence directed against Asian Americans. These incidents include the vicious bias-related murders of Vincent Chin, Jim Loo, Navroze Mody, and Hung Truong, and the recent massacre of Southeast Asian schoolchildren in Sacramento, California; attacks on Asian American homes and places of worship; racially motivated boycotts against Asian-owned businesses; racial harassment of Asian Americans on college campuses; and racial slurs made by public figures.

The root causes of bigotry and violence against Asian Americans are complex. Racial prejudice; misplaced anger caused by wars or economic competition with Asian countries; resentment of the real or perceived success of Asian Americans; and a lack of understanding of the histories, customs, and religions of Asian Americans all play a role in triggering incidents of bigotry and violence. The media, the schools, and the political leadership all contribute to prejudice by promoting or failing to combat stereotypes of Asian Americans, especially the model minority stereotype, by not providing accurate and in-depth information about Asian Americans to the general public, and by failing to exercise moral leadership in this area.

Police Community Relations. There are serious fissures in the relationship between the Asian American community and the police that leave many Asian Americans without effective access to police protection and some with the fear that they themselves may become the victims of police misconduct.

For many Asian Americans, recent immigrants in particular, access to police protection is severely limited by their lack of English proficiency. Interpretive services are rarely provided by police departments across the country, and when provided, they are generally inadequate. As a result, limited English proficient Asian Americans are often reluctant to call the police, and when they do, they often have difficulty in making their side of the story known to the police. This miscommunication frequently results in incomplete police reports, and sometimes in police harassment or false arrests of limited English proficient Asian American witnesses.

Few police officers across the country have been given sufficient training about Asian cultures, and as a result, Asian Americans often receive culturally insensitive treatment from police officers. Even more seriously, our investigation revealed that there have been incidents of police misconduct in all parts of the country, ranging from harassment of Asian American youth to cases of serious brutality against Asian Americans.

Asian Americans' access to police protection is further limited by the underrepresentation of Asian Americans among police officers in most law enforcement jurisdictions across the country. This lack of representation severely restricts police access to information about crime in Asian American communities, which in turn hampers police efforts to protect these communities from growing criminal activity.

Some police departments across the country are experimenting with alternative ways of reaching out to the Asian American communities in their cities. These alternative approaches, commonly known as "community policing," have been reported to help bridge the gap between Asian Americans and the police.

Access to Primary and Secondary Education -- Immigrant Asian American Children. Many Asian American immigrant children, particularly those who are limited English proficient (LEP), are deprived of equal access to educational opportunity. These children need to overcome both language and cultural barriers before they can participate meaningfully in the educational programs offered in public schools. Our investigation revealed that the needs of Asian American LEP students are being drastically underserved. In particular, there is a dire national shortage of trained bilingual/English as a Second Language teachers and counselors.

Although information on how Asian American immigrant children are faring in public schools is scarce, available information suggests that many Asian American immigrant students perform well by some measures, but are leaving our public schools with serious deficiencies, particularly in the areas of reading and writing, and that some subgroups have high dropout rates.

Asian American immigrant students frequently encounter fellow students, teachers, and administrators who know little or nothing about their cultures and histories. Oftentimes, school officials do not understand their new students and are unprepared to help them cope with their transition into American schools; their fellow students have no background to help them appreciate why their new classmates are different and are likely to react to them with hostility. Asian American students are frequently the targets of racial remarks by fellow students, and are often provoked into physical fights because of their race or national origin. School officials often fail to take appropriate or preventive steps to deal with the racially charged environment.

Admissions Discrimination Against Asian Americans in Higher Education. In the early 1980s, the admit rates of Asian American students to elite colleges and universities fell at a time when the number of Asian American applicants to these colleges and universities was increasing rapidly. Many suspected that colleges and universities were placing ceilings on the numbers of Asian American students admitted and that Asian American applicants were discriminated against in the admissions process relative to white applicants. This report reviewed the admissions discrimination controversy at three universities: Brown University, the University of California at Berkeley, and Harvard University. Internal investigations revealed serious problems both at Brown and at Berkeley, and these universities took steps to correct them.

At Harvard, the issue prompted a Title VI compliance review by the Department of Education's Office for Civil Rights (OCR). In late 1990, OCR issued its report finding that Harvard had not discriminated against Asian American applicants and that the lower admit rate for Asian American applicants in comparison to white applicants could be explained entirely by admissions preferences given by Harvard to athletes and children of alumni ("legacies"). In finding that Harvard did not discriminate against Asian American

applicants, OCR concluded that Harvard's policy to give preferential consideration to legacies does not violate Title VI. Nevertheless, the issue of the legality under Title VI of legacy preferences remains unresolved. To date there is no established Federal policy guidance on when a university admissions policy with a disparate impact by race, color, sex, religion or national origin can be justified under Title VI.

Employment Discrimination. Asian Americans face a number of barriers to equal participation in the labor market. Many of these barriers are encountered to a greater degree by the foreign-born, who often confront linguistic and cultural barriers to finding employment commensurate with their education and experience, but even third or fourth generation Asian Americans find their employment prospects diminished because employers have stereotypical views of Asians and prejudice against citizens of Asian ancestry.

The perception that there is a "glass ceiling" barring many Asian Americans from attaining management positions (especially upper-level management positions) for which they are qualified is perhaps the concern most frequently voiced by Asian Americans across the country. Because the choice of whom to put in a management position is usually a highly subjective decision, Asian Americans are vulnerable to managers who are biased against Asian Americans or who subscribe to stereotypical views of Asian Americans as not having managerial skills. The evidence accumulated in this study convinces the Commission that the problem is a serious one and that it pervades both private corporations and government agencies.

Our investigation revealed that many Asian Americans, particularly immigrants, face unlawful discrimination in the work place because of limited English proficiency, accent, or the desire to speak their native language on the job. Asian Americans with limited English proficiency or who speak accented English are unnecessarily barred from jobs and promotions because of artificially high English proficiency requirements imposed by employers, and many Asian Americans have found the use of their native languages on the job arbitrarily banned by employers when there is no compelling business justification for doing so.

Many Asian Americans who received their professional training outside of the United States have difficulty obtaining jobs commensurate with their education and experience in this country. Sometimes they are unable to provide documentation of their professional training and experience in their countries of origin and are forced to retrain in the United States or to switch careers. In many fields, State professional certification boards have different requirements for foreign-educated professionals than for U.S.-educated professionals, and many Asian American immigrant professionals suspect that the differential treatment they receive as foreign-educated professionals is a pretext for discrimination on the basis of national origin. State certification boards, on the other hand, contend that differential certification requirements are necessary because persons trained abroad often are not trained up to U.S. standards or because it is difficult to ascertain the quality of their training.

The Immigration Reform and Control Act (IRCA), enacted in 1986, imposes civil and criminal penalties, (i.e., "employer sanctions,"), on employers who hire unauthorized workers. Although IRCA also contains provisions aimed at preventing discrimination against foreign-looking and foreign-sounding workers, there is considerable evidence that many Asian Americans, along with other minorities, have been discriminated against because of IRCA's employer sanctions provisions. In addition, many Asian Americans are not aware of their rights under IRCA and do not know where or how to file IRCA-related complaints. The Office of the Special Counsel of the U.S. Department of Justice, which has as one of its duties the dissemination of information about the IRCA's anti-discrimination provisions, directs most of its dissemination efforts towards Spanish-language speakers.

The Commission has received allegations that Asian Americans are virtually shut out of construction unions in New York City and as a result are forced to take lower paying jobs restoring or repairing buildings. Available statistics confirm that Asian Americans are underrepresented in construction unions in New York City.

Although Asian Americans of both genders encounter employment discrimination based on their race, the barriers to equal employment opportunity may be greater for Asian American women because of their gender. Isolation from their co-workers, ignorance of their rights, and reluctance to complain all make Asian American women, especially immigrants, particularly vulnerable to sexual harassment in the work place and other forms of employment discrimination.

Political Participation. There are very few elected Asian American officials across the country, and Asian Americans as a group have low participation in the political process. This report has identified several barriers to Asian Americans' participation in the political process.

Limited English proficiency is a serious barrier to the political participation of many Asian Americans. Section 203(c) of the Voting Rights Act of 1982 requires States and political subdivisions to provide bilingual elections materials in non-English languages when persons of that language group constitute more than 5 percent of the citizens of voting age in a district and have a higher than average illiteracy rate. Asian Americans with a single language almost never constitute five percent of a district's voting-age population, however, and as a result, Asian Americans almost never receive federally mandated bilingual election materials.

In the past, Asian American political power may have been diluted by apportionment schemes that split the Asian American population in an area into several districts and by at-large election systems within districts. As the fastest growing minority group in the nation over the past decade, however, Asian Americans are increasingly becoming involved in the redistricting process, and several redrawn districts across the country have large Asian American populations.

Because of its impact on reapportionment and on the provision of bilingual voting materials, it is critical whether the 1990 Census can provide an accurate count of Asian Americans. As important as the accuracy of the data, however, is their timely release,

since the data are critical for gaining support for programs to help Asian Americans. The Census Bureau has agreed to release the 1990 data without undue delay.

Other factors limiting Asian Americans' political influence is anti-Asian bias in the public and difficulty in getting Asian American candidacies and issues taken seriously by the major political parties.

Access to Health Care. Our national health care system does not adequately meet the interpretation needs of the limited-English-proficient Asian American population. The bilingual family members and other untrained interpreters frequently used by health care providers are a poor substitute for trained health care interpreters. Cultural barriers compound the problems faced by many Asian Americans in gaining access to proper health care. To render effective health care to Asian Americans, health care providers need considerable knowledge of and sensitivity towards Asian American cultures. Federal policies that exclude Asian Americans from Federal programs that recruit and train minority health care professionals have contributed to the dearth of trained health care professionals to serve Asian American communities.

Detailed health-related data on Asian Americans are indispensable for assessing the health care needs of Asian Americans and for developing appropriate policies to meet these needs. Such data need to be collected separately for each major Asian American ethnic group and broken down by immigration status, region of residence, and socioeconomic status. Yet most States and Federal health agencies make only minimal efforts to collect health-related data on Asian Americans.

Access to the Judicial System. The severe shortage of trained interpreters is a critical barrier to access to our courts for limited English proficient Asian Americans. In the absence of court-appointed, qualified interpreters, Asian Americans who are forced to use the courts receive misinformation and often are denied important rights. Some have no choice but to rely on family members, untrained court personnel, and even law enforcement officers to translate for them, creating the potential for inaccurate interpretation due to lack of familiarity with legal terminology or conflict of interest. Although the Court Interpreters Act requires that the Federal courts set standards for and certify qualified interpreters, very few interpreters have been certified, and the certification program set up under the Act only tests in Spanish. Furthermore, the use of an interpreter is left to the discretion of the presiding judge.

Battered Asian American Women. Foreign born Asian American women who are battered by their spouses do not have adequate access to police protection and social services. These women have significant linguistic and cultural barriers that prevent them from seeking help. When they seek police protection, they find that police arriving at their door are likely to listen only to their husband, particularly if he speaks better English than they do. Furthermore, few social service agencies have linguistically and culturally trained staff who can help them. In fact, social service agencies who seek to serve the needs of battered Asian American women often are unable to obtain the necessary funding, sometimes because of rigid funding formulas that provide a fixed amount of money per client served and do not make allowances for the extra costs of serving Asian American women.

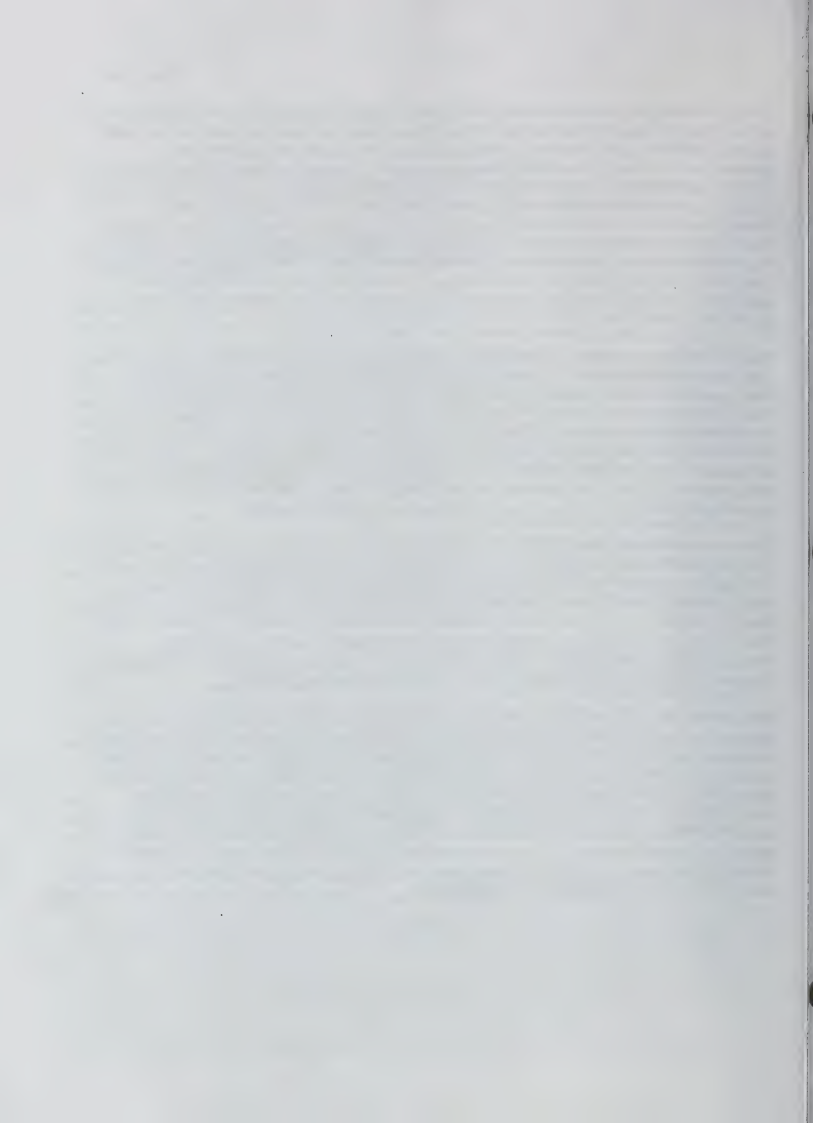
Media Portrayal of Asian Americans. The public's perceptions and attitudes towards Asian Americans are heavily influenced by the way Asian Americans are portrayed by the media. Many of the civil rights problems confronting Asian Americans are fashioned by stereotypes, especially the model minority stereotype, that are promoted by the media. Others are the result of a general ignorance about Asian Americans that arise from a lack of coverage of Asian Americans by the mainstream media. The underrepresentation of Asian Americans in decision-making positions in the media contributes to determining the slant and depth of the media's coverage of Asian Americans. The media have a major role to play in modulating racial tensions and shaping the future of relations between the Asian American community and the public at large. As such, they have the responsibility to provide accurate and in-depth coverage of Asian American communities to the American public.

Religious Accommodation. For Asian Americans who belong to non-Western religions, the practices and requirements of their religions are sometimes incompatible with majority traditions, established business practices, and laws. Asian Americans practicing non-Western religions are vulnerable to discrimination based on their religion in the employment arena, where employers set requirements that fail to accommodate the religious needs of Asian Americans. A recent Supreme Court decision, *Employment Division v. Smith*, has considerably narrowed the rights of religious minorities by allowing the government to deny exemption from laws that interfere with religious conduct as long as such laws are generally applicable and not adopted for the purpose of discrimination.

Data on Asian Americans. Accurate, reliable, and complete data on Asian Americans are vital for government, private sector, and other efforts to develop plans to meet the needs of Asian Americans. Yet data on Asian Americans are sorely lacking in many critical areas, including demographics, socioeconomic status, educational achievement, and public health. Sample sizes of Asian Americans are often too small to provide information about them. In many data sources, Asian Americans are grouped together with Native Americans and sometimes with blacks and Hispanics in "other" or "non-white" categories. Data on individual Asian American subgroups are almost never collected.

Need for Moral and Political Leadership. Racial tensions appear to be escalating across the country, yet political leaders have done little to diffuse them, and some political candidates have even exacerbated racial tensions by using racial rhetoric in their campaigns. Political leaders in the United States need to provide effective moral leadership in the area of civil rights, thereby once again making civil rights an urgent national issue given sustained public attention. The general absence of moral leadership carries over to the civil rights concerns of Asian Americans: This report has found that the political leadership, the media, and the public have in most instances failed to respond to the needs and concerns of Asian Americans. Violations of Asian Americans' civil rights are not given the high priority on the national agenda that they deserve.

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U.S. COMMISSION ON CIVIL RIGHTS
CIVIL RIGHTS ISSUES FACING ASIAN AMERICANS IN THE 1990S

List of Recommendations

Recommendation 1. Local and State governments should review whether their laws adequately protect the rights of Asian Americans and others to be free from bias-related intimidation and violence; all jurisdictions should enact and implement effective anti-bias laws.

Recommendation 2. The media should make concerted efforts to increase public awareness of incidents of anti-Asian discrimination and hate crimes against Asian Americans and to build a national consensus about the urgency of combatting all acts of bigotry and violence.

Recommendation 3. Political leaders should refrain from activities and remarks that promote or play upon racial and ethnic bias, such as "Japan bashing." Accordingly, the political leadership of both national political parties should agree to refrain from "race-baiting" tactics in up-coming election campaigns.¹

Recommendation 4. The Federal government should mount a coordinated national effort to promote understanding for Asian Americans, particularly immigrants, and to prevent hate activities against them. This effort should include as active participants the schools, police, and local and State governments, as well as the Federal government. The U.S. Department of Justice's Community Relations Service is a logical agency to be involved in coordinating the national effort.

Recommendation 5. To implement the Hate Crimes Statistics Act properly, police departments should provide enhanced police officer training and community outreach efforts to ensure that hate crimes are correctly recognized, reported, and recorded, and large police departments should create special units to investigate and collect data on hate crimes.

Recommendation 6. Police departments should take aggressive action to increase the representation of Asian Americans among police officers.

Recommendation 7. Police departments should provide interpreters to limited English proficient Asian Americans both on an emergency and on a nonemergency basis.

¹ This recommendation was originally made by the Commissioners in July 1991. In letters to President Bush and to the leaders of the U.S. House and Senate, Commission Chairman Arthur Fletcher urged the President and congressional leaders "to convene a summit conference, comprised of major public officials from Federal, State and local government, the media, and private citizens, to address [the issue of inflammatory racial rhetoric in political campaigns] and to prepare guidelines for proper conduct." U.S. Commission on Civil Rights, letter to President Bush and Leaders of the U.S. House of Representatives and Senate, July 18, 1991.

Recommendation 8. Police departments and civilian review boards should make a commitment to monitor actively alleged incidents of police harassment and brutality; to undertake thorough followup investigations; and to take appropriate action based on the results of these investigations.

Recommendation 9. Police departments should adopt community policing methods to build a trusting relationship with Asian American communities. In particular, they should consider:

- creating Asian American police advisory boards;
- hiring Asian American community liaison officers;
- providing cultural sensitivity training to all police officers; and
- disseminating information about the police department to immigrant Asian Americans.

Recommendation 10. Federal, State, and local governments should collect systematic data on how the needs of limited-English-proficient (LEP) students are being met and on the educational achievement of LEP students.

Recommendation 11. Colleges and universities, in conjunction with the U.S. Department of Education, State education agencies, and local school districts, should establish programs that recruit and train bilingual/ESL teachers specifically for underserved languages, such as the Southeast Asian languages.

Recommendation 12. Every school system with immigrant students should have in place a comprehensive program to ease the transition of newly arrived immigrant students and their families into the American school system and into American society at large. Such a program should include intensive English as a Second Language classes offered to adults, as well as classes for children in school.

Recommendation 13. The Office for Civil Rights (OCR) in the Department of Education should step up its enforcement of Title VI's *Lau* requirements for instruction for LEP students. In particular, OCR should carry out more compliance reviews for compliance with *Lau* guidelines.

Recommendation 14. Federal, State, and local government and school officials, in partnership with parents and students, should make a concerted effort to diffuse racial and ethnic tensions in public schools and to promote mutual tolerance and understanding among racial and ethnic groups. As part of this effort,

- public school officials should become aware of racial tensions in the schools; take steps to diffuse them; and respond to racial incidents rapidly and aggressively.
- school curricula should be revised to provide a truly multicultural education.

Recommendation 15. Colleges and universities should examine thoroughly their admissions policies for adverse effects or unintentional bias against Asian Americans and put in place safeguards to prevent them. Such safeguards should include:

- providing training to admissions staff;
- routinely reviewing new policies for adverse impact;
- including Asian Americans in the admissions process; and
- making data on the racial and ethnic breakdown of applicants and admitted students available to the public when requested.

Recommendation 16. OCR should require colleges and universities covered under Title VI of the Civil Rights Act of 1964 to provide OCR regularly with data on the racial and ethnic breakdown and qualifications of applicants and admitted students, and OCR should use these data in deciding whether or not to institute Title VI compliance reviews of these institutions. Furthermore, OCR should make such data available to the public when requested.

Recommendation 17. OCR should issue policy guidance clarifying specifically what a university needs to show under Title VI to justify a legacy preference policy or other admissions policies that have a disparate impact by race, color, sex, religion, or national origin. At a minimum, OCR should require universities to be prepared to prove that such policies are truly necessary, i.e., that they have a necessary purpose; that they in fact accomplish that purpose; and that there are no alternative ways to accomplish the purpose with less discriminatory impact.

Recommendation 18. Federal and State monitoring agencies should periodically collect, disseminate, and analyze data on the number of Asian Americans as well as other minorities and women in upper level management positions.

Recommendation 19. Federal and State enforcement agencies should take aggressive steps to enforce anti-discrimination provisions with respect to the glass ceiling, including initiating compliance reviews of firms' employment practices that follow the lead of the Office of Federal Contract Compliance's pilot studies of Fortune 500 companies.

Recommendation 20. All glass ceiling monitoring and enforcement efforts should include Asian Americans as well as women and other minorities.

Recommendation 21. Employers should review their employment practices with a view to ferreting out and eliminating (unless justified) those practices that discriminate on the basis of language, such as English-only work place rules, artificially high minimum English proficiency requirements, and the use of non-validated employment tests for limited-English-proficient job applicants.

Recommendation 22. Federal, State, and local civil rights enforcement agencies should make an increased effort to protect the rights of language-minority workers. As part of this effort, they should, for example:

- increase outreach efforts to educate employers and the public about the rights of language minority workers;
- monitor the development and use of employment tests given language-minority workers to ensure that they are professionally validated for those with limited English proficiency.

Recommendation 23. Professional licensing boards that have differential requirements for U.S.-educated and foreign-educated professionals should examine their policies in light of the disparate impact on immigrants of diverse national origins to ensure fair treatment of foreign-educated professionals while maintaining U.S. professional standards.

Recommendation 24. Congress should repeal employer sanctions provisions of the Immigration Reform and Control Act (IRCA) by passing the Employer Sanctions Repeal Act of 1991.²

Recommendation 25. In the event that Congress chooses not to repeal IRCA's employer sanctions provisions,

a) Congress should, at the least, adopt all remaining recommendations made by the Task Force on IRCA-Related Discrimination for reducing IRCA-caused discrimination, namely:

- establish regional officers for the Office of Special Counsel;
- appropriate funds for a new outreach effort to educate employers and employees about IRCA's antidiscrimination provisions;
- simplify employers' work authorization verification process;
- broaden the authority of the Department of Labor to enforce document check requirements; and
- request a future GAO study to determine the extent of remaining discrimination.

b) The Office of the Special Counsel of the Department of Justice should make increased efforts to inform Asian Americans and those who employ them of their rights under IRCA's antidiscrimination provisions.

² The U.S. Commission on Civil Rights has previously called for the repeal of IRCA's employer sanctions provisions. U.S. Commission on Civil Rights Statement, "Civil Rights Commission Calls for Repeal of Employer Sanctions," Mar. 29, 1990.

Recommendation 26. The New York City Commission on Human Relations and the Equal Employment Opportunity Commission should undertake indepth studies of New York City's construction unions to determine whether they are discriminating against Asian Americans; should these investigations uncover evidence that construction unions are discriminating, they should take vigorous steps to enforce Federal, State, and local antidiscrimination laws.

Recommendation 27. Employers and civil rights enforcement agencies should take steps to reduce the special employment barriers facing Asian American immigrant women; such steps should include special outreach efforts to inform Asian American women and other vulnerable groups of their rights and how to vindicate them.

Recommendation 28. The Equal Employment Opportunity Commission and the Federal Courts should make every possible effort to enforce vigorously the Civil Rights Act of 1991.

Recommendation 29. Congress should reauthorize Section 203(c) of the Voting Rights Act of 1982 with the following change:

- The section should be modified to apply to language minority groups with more than a specified minimum number rather than a percentage of citizens of voting age.

Recommendation 30. The Bureau of the Census should release detailed data on Asian Americans promptly, as promised.

Recommendation 31. The major political parties and civic organizations (e.g., the League of Women Voters) should launch a major effort to promote voter registration and political participation among Asian Americans.

Recommendation 32. Public health and other social service programs should strive to meet the specific needs (e.g. interpretation, cultural sensitivity) of low-income and immigrant Asian American communities. Federal funding for such programs should be increased.

Recommendation 33. The Department of Health and Human Services should raise the priority given to increasing the number of trained health care professionals who have the linguistic and cultural skills to serve immigrant Asian American communities. Asian Americans who meet these qualifications should be included in programs targeted at increasing the numbers of minority health care professionals.

Recommendation 34. The Council on Ethical and Judicial Affairs of the American Medical Association should offer an opinion clarifying physicians' obligations to use medical interpreters when dealing with limited-English-proficient patients.

Recommendation 35. Public health data should be collected and reported separately for Asian American subgroups.

Recommendation 36. Federal and state authorities should launch a national effort to train and certify court interpreters and to ensure that all limited-English-proficient persons have access to certified interpreters in their dealings with the judicial system. In particular, the Court Interpreters Act should be implemented more vigorously and should be modified to give judges precise instruction about when the provision of certified interpreters is warranted.

Recommendation 37. The American Bar Association should amend Rule 1.4 of its "Model Rules of Professional Conduct" to clarify attorneys' obligations to use interpreters when dealing with limited English proficient clients.

Recommendation 38. Federal, State, and local funding agencies should fund social services programs that meet the specific needs (e.g. interpretation, cultural sensitivity) of battered Asian American wives. In particular, such agencies should adopt flexible funding formulas to allow social service agencies to serve higher-cost clients, such as Asian American battered wives.

Recommendation 39. The media should make every effort to provide balanced, indepth, and sensitive coverage of Asian Americans and to improve the representation of Asian Americans in their decision-making ranks.

Recommendation 40. Congress should move quickly to hold hearings on the effects of the *Employment Division v. Smith* decision on the religious practices of Asian Americans.

Recommendation 41. Federal, State, and local governments should provide for enhanced data collection on Asian Americans in all areas -- including socioeconomic statistics, education, vital statistics, health, etc. The data need to be disaggregated by Asian/Pacific group and include such information as immigration date and status. In most cases, Asian Americans need to be over-sampled, and in some cases special surveys may be needed.

Recommendation 42. This country's political leadership should endeavor to create a national climate that discourages anti-Asian discrimination and ensures equal opportunity for Asian Americans. In particular, political leaders at all levels need to make a top priority:

- combating prejudice and violence against as well as stereotyping of Asian Americans;
- increasing public awareness and sensitivity towards the needs of Asian American immigrants;
- ensuring that all necessary measures are taken to guarantee equal opportunity to Asian Americans.

Recommendation 43. Federal, State, and local government should mount a coordinated national effort to reach out to new Asian American immigrants, to educate them about our system of government, to inform them of their civil rights, and to encourage their participation in the political process. As part of this effort, the Department of Justice should coordinate the development of a civil rights handbook to provide Asian American immigrants with basic information about our system of government and their rights as American residents/citizens.

Recommendation 44. The President should appoint a national council on refugees to review Federal activities and programs designed to help refugees and the communities in which refugees reside, to work with State and local governments and private organizations on refugee-related efforts, to collect and disseminate information on refugees and refugee policy, and to make recommendations to the President and Congress for improving aid to refugees and the communities in which they live. Also the Office of Refugee Resettlement in the Department of Health and Human Services should undertake a comprehensive review of its programs and policies to determine their effectiveness in meeting the needs of refugees and of the communities in which refugees live.



(Civil Rights for Asian Americans)

ENDORSE THE U.S. COMMISSION ON CIVIL RIGHTS REPORT "CIVIL RIGHTS FACING ASIAN AMERICANS IN THE 1990's" AND URGING DEPARTMENTS IN THE CITY AND COUNTY OF SAN FRANCISCO TO REVIEW AND IMPLEMENT THE RECOMMENDATIONS THEREIN

WHEREAS, Asian Americans are the fastest-growing minority in the United States, and make up one third of the population of San Francisco; and

WHEREAS, Asian Americans have been confronted with increasing levels of hostility and discrimination as their number has increased; and

WHEREAS, Due to stereotypes and bigotry, Asian Americans have encountered discrimination in all aspects of society, including employment, education, the media, the political system and health care; and

WHEREAS, The United States Commission on Civil Rights has released a report entitled "Civil Rights Issues Facing Asian Americans in the 1990's", and the report is a comprehensive study of civil rights problems over the past decade; and

WHEREAS, Many of the findings and conclusions in the report are applicable not only to Asian Americans but to other minorities in the United States; and

WHEREAS, The report contains recommendations for Federal, State and local agencies to address the civil rights problems faced by Asian Americans; now, therefore, be it

RESOLVED, That the City and County of San Francisco endorse the U.S. Commission on Civil Rights report; and, be it further

RESOLVED, That the Board of Supervisors urge the Mayor to urge the Departments in the City and County of San Francisco to review the report and implement the applicable recommendations

SUPERVISOR SHELLEY

Supervisor Shelley


Adopted - Board of Supervisors, San Francisco March 23, 1992

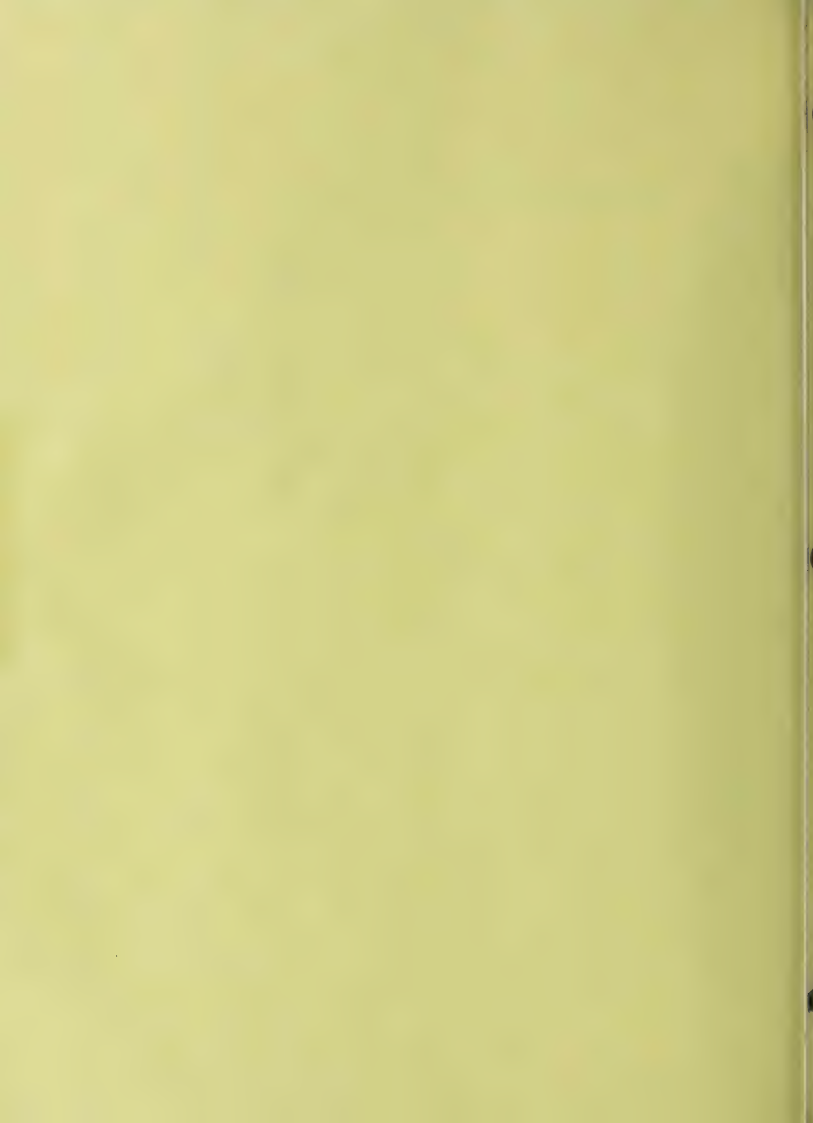
Ayes: Supervisors Ackerman, Alioto, Britz, Gonzalez, Hallinan, Hsieh,
Kennedy, Migden, Shelley, Ward
Absents: Supervisor Mahone

I hereby certify that the foregoing resolution
was adopted by the Board of Supervisors
of the City and County of San Francisco

APR 02 1992
Date Approved

File No.
13-92-5


John F. Kelly
City
Mayor




San Francisco Law Library

436 CITY HALL

400 VAN NESS AVE.

SAN FRANCISCO, CA 94102-4672

Memo To: All Staff

From: Marcia Bell 

Re: Library EEOC Policy

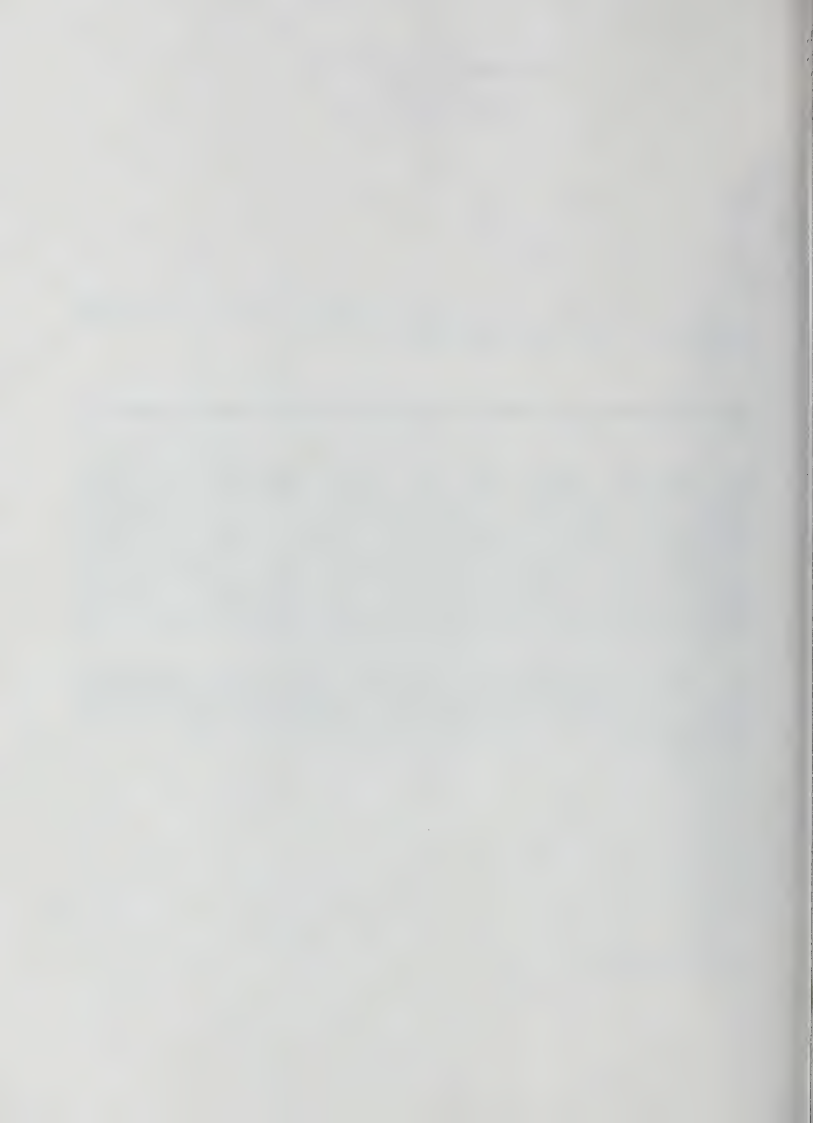
May 1, 1992

The following is the Law Library's Equal Employment Opportunity and Affirmative Action Policy. All employees are required to comply with the policy.

EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION POLICY STATEMENT

It is the policy of the San Francisco Law Library to comply with Federal, State and local laws, guidelines and other requirements to ensure that no person shall be discriminated against in recruitment, selection, hiring, training, promotion, assignments, benefits, compensation, transfer, layoff, discipline or termination or any other aspect of employment because of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), or AIDS/ARC/HIV infection. This policy reflects our commitment to provide and maintain a work environment free of discrimination for all employees.

The Librarian and Chief Assistant Librarian are responsible for direction and management of the Library Equal Opportunity Policy. All employees are required to comply with and carry out this policy, which has been personally adopted and committed to by the Librarian.



SAN FRANCISCO LAW LIBRARY AFFIRMATIVE ACTION PLAN

INTRODUCTION

The San Francisco Law Library is an unusual department within the City and County of San Francisco as it is comprised of only 3 City/County employees. Traditionally these positions are filled for many years without turnover. The positions are the Librarian, the Chief Assistant Librarian, and the Bookbinder, all of which are civil service exempt and appointed by the Library Board of Trustees or Librarian. Currently, two of those positions are held by women, and one by a member of an ethnic minority.

The Library also employs about 6 full time people and 5 part time students, none of whom are CCSF employees, and whose positions are not funded by the City and County. These full and part time employees are known as "Law Library employees" rather than CCSF employees, are hired directly by the Library, and have no employment relationship with the City and County. Staff turnovers are extremely low among full time people - all but one has been employed with the Library for 10 years or more. Of the present 6 full time positions, 3 are held by women and 2 by members of ethnic minorities. The part time positions are temporary and usually staffed by law students who work while attending law school or waiting for Bar results. Of the present part time staff, 3 are women and 1 is Asian(Indian). Whether the employee is a Law Library employee or one of the 3 CCSF employees, the Library is an organization committed to equal employment opportunity and non-discrimination.

EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION POLICY STATEMENT

It is the policy of the San Francisco Law Library to comply with Federal, State and local laws, guidelines and other requirements to ensure that no person shall be discriminated against in recruitment, selection, hiring, training, promotion, assignments, benefits, compensation, transfer, layoff, discipline or termination or any other aspect of employment because of race, religion, sex, national origin, ethnicity, age, handicap, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), or AIDS/ARC/HIV infection. This policy reflects our commitment to provide and maintain a work environment free of discrimination for all employees.

The Librarian and Chief Assistant Librarian are responsible for direction and management of the Library Equal Opportunity Policy. All employees will be required to comply with and carry out this policy, which has been personally adopted and committed to by the Librarian.

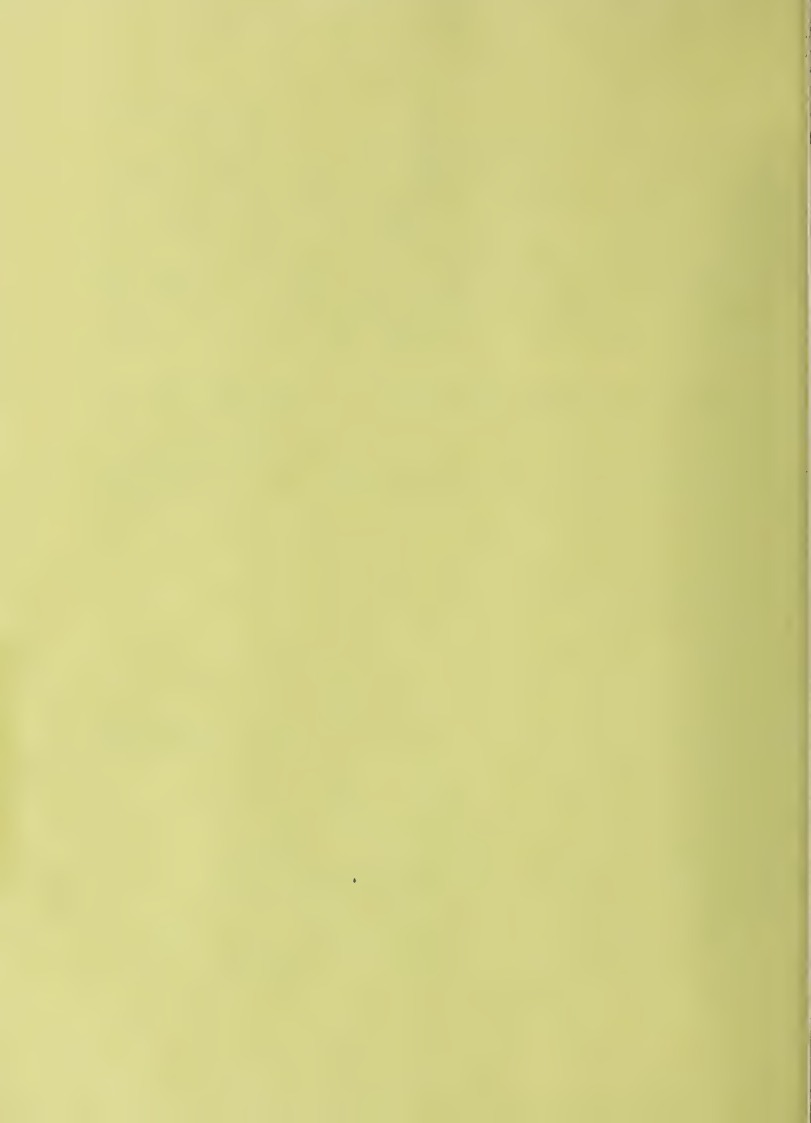
RESPONSIBILITIES

The Librarian will have overall supervision of the EEO plan, with the assistance of the Chief Assistant Librarian. In view of the rare occasion of staff turnover as well as very small staff size, implementation of the plan will be handled in the day to day operations of the Library to ensure a non-discriminatory work environment, as well as at times of selection and employment of new staff. This will be carried out by regular monitoring of the employee work place, policies, and procedures; periodic staff and supervisorial training; performance standards and evaluations; communication to staff regarding EEO requirements and policies; investigation of employment discrimination complaints; maintaining personnel records; and fostering a non-discriminatory work environment.

Each employee shall be required as part of their job performance standards to comply with the Library EEO policy.

UTILIZATION ANALYSIS & GOALS

In view of the department's tiny size, these aspects are not applicable.





SAN FRANCISCO MAYOR'S OFFICE
DEPARTMENTAL AFFIRMATIVE ACTION PLAN

Frank M. Jordan, Mayor

Theresa Lee, Department Affirmative Action Officer
December 14, 1992



I. INTRODUCTION

The Mayor's functions, powers and duties are authorized under Section 3.100 of the Charter of the City and County of San Francisco.

The Mayor is the Chief Executive Officer of the City and County of San Francisco and is responsible for the enforcement of all laws relating to the municipality and for the review and submission of the annual executive budget. He appoints members of boards and commissions as provided by the Charter and supervises the administration of all departments under these boards and commissions. The Chief Executive Officer also coordinates and enforces cooperation between all departments and receives and examines all cooperation between all departments and receives and examines all complaints related to the administration of the affairs of the City and County.

To carry out these functions and duties, the Mayor's Office has four exempt positions: the Mayor, Chief of Staff, Press Officer and a Scheduling Secretary plus 119 additional employees hired to positions funded under the annual appropriations approved by the board of Supervisors (including 52 federally funded positions).

Programs funded by the Federal and State governments through the Mayor's Office required the creation of administrative units under the supervision of the Mayor. Covered under this Affirmative Action are the Mayor's Office of Public Safety, Office of Emergency Services (OES), Office of Community Development (OCD), Office of Housing (MOH), Office of Children, Youth and Families (OCYF), Employees Relations Division (ERD), and staff of the Office of Economic Planning and Development (MOEPD). These units are responsible for the planning, coordination, evaluation and monitoring of programs under their jurisdiction.

The responsibilities of each division are as follows:

- The Mayor's Office of Public Safety has responsibility for programs funded under the County Justice Subvention Program (AB 90) and the Office of Criminal Justice Planning grants.
- The OES is responsible for the coordination of emergency activities of the City. The OES is the primary link to state and federal

resources and coordinates all mutual aid after a disaster.

- The OCD is responsible for activities under the Federal Community Development Block Grant (CDBG).
- The MOH oversees the use of federal, state, local and private funds dedicated to subsidized housing.
- The OCYF is responsible for implementing Prop. J (Children's Initiative) and coordinating interagency collaboration in policy, planning and improvement of services to children, youth and their families.
- The ERD is responsible for negotiating contracts, meeting and conferring on Memorandum of Understandings, ordinances, charter amendments, handling grievances and development of employee relations policies affecting all City employees.
- The MOEPD is responsible for enhancing the City's economic climate by encouraging and retaining business and industry in the City.

II. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Please see attached statement (appendix 1).

III. DESIGNATION OF RESPONSIBILITY

The Mayor as the Chief Executive, has the primary responsibility for the affirmative action program. The Chief Executive will develop the EEO/AA policy statement, designate a person responsible for administration of the program, delegate authority and duties, allocate resources to implement the program, and evaluate its success.

The manager in charge of the affirmative action program is Theresa Lee, Assistant to the Mayor, and she will be responsible for its development and implementation as well as internal and external reporting and dissemination. The Affirmative Action manager will assist staff in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve affirmative action goals.

The Affirmative Action manager will be assisted by the Department's personnel officer, Lorena Gies, who will be assigned duties for carrying out the equal employment opportunity and affirmative action steps.

Each manager is responsible for training their supervisors to take affirmative action into consideration in hiring and promotions, and to investigate complaints of discrimination.

Each supervisor is responsible for maintaining a work place free of discrimination (i.e. offensive language and materials).

Each employee is responsible for complying with the Mayor's Policy Statement on Affirmative Action and Equal Employment Opportunity.

IV. UTILIZATION ANALYSIS

Please see Appendix 2 which provides a comparison of the Office's workforce to the available labor market based on the 1980 Census information. Those classes within the categories which have the largest number of employees are identified in the charts.

The Mayor's Office workforce reflects the available 1980 labor market; however, hiring efforts needs to be targeted to Hispanics and Filipinos in the Administrator category; Hispanics in the Professional category; and Asians in the Clerical category.

V. REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

An analysis of the 1991 overall staffing composition of the Mayor's Office indicates that employment parity was met with the exception in the representation of Asians (-.98%), Native American (.4%) and Male (-5.96%). However, individual categories were deficient in the following areas: 1) Administrative - Hispanic (-3.79%), Filipino ((-1.7%) and Female (-15.57%); 2) Clerical - Asian (-10.75%); and Native Americans were not represented in any of the categories.

The Mayor is committed to a strong affirmative action program. It is apparent that past year's data along with current Mayor's staffing data reflect the need to increase efforts to hire Hispanics. This is a top priority for the Mayor's Office as vacancies occur.

In addition, the mayor is committed to promotional and upward mobility opportunities for those who have traditionally been underrepresented in the Mayor's Office.

VI. AFFIRMATIVE ACTION GOALS AND TIMETABLES

The Mayor's Office is committed to equal employment and opportunity through a strong affirmative action program. The Mayor's Office is committed to attain a work force whose composition reflects the distribution of minorities and women in the San Francisco labor force. These goals are based upon data from the San Francisco's Labor Market, 1980 Census.

San Francisco Affirmative Action Goals

Ethnicity	White	57.5%	Asian	15.3%
	Hispanic	11.2%	Filipino	5.4%
	Black	9.9%	Native American	0.4%
Gender	Male	54.8%		
	Female	45.2%		

Overall, the staffing composition in the Mayor's Office is reflective of the labor market. However, when analyzing the composition by categories, there are underrepresentation in the areas of Administration and Clerical. The Administration category is deficient in Hispanic and Filipino staffing (7.35% and 5.4% respectively). The Clerical category is deficient in Asian staffing by 4.19%.

During the current affirmative action period (January 1, 1992 to June 30, 1993), the Mayor's Office has deleted fourteen (14) positions. Vacancies are not expected. However, should vacancies occur, it is the objective of the Mayor to fill one of the vacancies with a member of a targeted minority group.

Recruitment efforts will be targeted as positions become available in order for members of underrepresented classes to be hired.

VII. **AFFIRMATIVE ACTION PROGRAMS**

Recruitment

The Mayor's Office will work cooperatively and utilize the technical assistance of the Civil Service Commission to coordinate targeted recruitment activities and to analyze hiring results. The Mayor's Office will also seek recruitment assistance from various community organizations and groups.

Selection and Hiring Procedures

The Mayor's Office will work closely with the Civil Service Commission Examinations and Classification unit to ensure that the job descriptions of vacant positions accurately reflect the function of the position and that education and experience requirements are job related.

Supervisors and managers who interview and hire personnel will be trained on legal interviewing techniques including sensitivity to the ethnic and cultural diversity of San Francisco. Interview panels will include minorities and women.

Upward Mobility Training and Promotive Opportunities

Promotional opportunities will be publicized and posted so that all employees will be encouraged to apply for them.

Training opportunities, offered by Civil Service or other entities will be made available for all employees. Employees will be encouraged to participate in skill development and upward mobility training.

Positions will be evaluated to determine whether job restructuring, interns or trainee level classes would enhance affirmative action objectives.

Complaint Resolution

All employees have the opportunity to file written and/or verbal complaints to managers. All employees will be informed of the Civil Service Commission grievance procedures and appeal rights. If there is not satisfactory resolution, staff has the opportunity to go to the Division Director/Chief, Chief of Staff, Mayor (as Department Head) and/or Union Representative.

The Mayor's Office will review and analyze standards used for terminations, demotions, disciplinary actions, and layoffs to ensure that they do not have disparate impact on protected class member.

VIII. AUDITING AND REPORTING

The Mayor's Office will establish an internal audit and reporting system to monitor and evaluate progress of the Office's affirmative action program. Records relating to employment decisions and affirmative action will be maintained.

The following will be addressed:

- Maintain updated data by race, sex, classification, status, and salary for all employees.
- Maintain and submit upon request, the following reports kept by race and sex: appointments, separations, transfers, upgrades, and disciplinary actions.
- Develop a system to monitor and measure progress of all affirmative action activities and make necessary changes if results are not satisfactory.

The Affirmative Action Manager will be responsible for the activities for the Mayor's executive office, and each division director or chief will be responsible for units under his or her supervision.

IX. DISSEMINATION

All managers, supervisors and line employees in the Mayor's Office will be informed of the equal employment opportunity and affirmative action policy including their responsibility to maintain a workplace free of harassment and procedures for filing complaints of discrimination. Managers and supervisors will be required to participate in meetings to discuss responsibilities, progress and problems in implementing affirmative action activities.

Every employee shall be informed of the Office's affirmative action and equal employment opportunity (EEO) policies and program through:

- The inclusion of the EEO and affirmative action policy statements in employee handbooks and orientation materials;
- The Mayor's signed EEO and affirmative action policy statement will be posted on bulletin boards;
- Notices informing employees of affirmative action programs such as upward mobility and skills building training classes and promotional openings will be posted at convenient locations for all employees to review.

All employee organizations will be notified of the Office's affirmative action plan. Copies of the Mayor's Office affirmative action plan will be on file with the Civil Service Commission.

Office of the Mayor
SAN FRANCISCO



FRANK M. JORDAN

OFFICE OF THE MAYOR

POLICY STATEMENT

It is the policy of the Mayor's Office to be fair and impartial to its employees and applicants for employment regardless of race, religion, sex, national origin, age, medical condition, marital status, AIDS/ARC/HIV infection, physical handicap or other disabilities, political affiliation, or sexual orientation.

Furthermore, this office is committed to assuming a leadership role in furthering the affirmative action (AA) goals and equal employment opportunities (EEO) in all city departments, boards and commissions under the jurisdiction of the Mayor.

The Mayor's Office supports the concept of equal employment as implemented through a strong Affirmative Action program. The emphasis of this Affirmative Action Plan is to remove barriers that have operated in the past to preclude employment opportunity for members of certain groups who have experienced discriminatory practices against them. It is the belief of the Mayor that the implementation of an affirmative action program not only benefits those who have been denied equal employment opportunity but also benefits the employer who may have underutilized useful talents and resources, especially among those of women and minority groups.

It is the intent of the Mayor's Office to cooperate fully with the Civil Service Commission and the Human Rights Commission in the coordination and monitoring of all affirmative action programs which are under the review of these two commissions.

In conformance with this policy statement, the Mayor's Office will take affirmative action to:

- Recruit, select, hire and promote in all job classifications without regard to race, religion, sex, national origin, ethnicity, age, medical condition, marital status, AIDS/ARC/HIV infection, physical handicap or other disabilities, political affiliation, or sexual orientation except in the case of a bone-fide occupation qualification.
- Insure that all personnel actions such as classification, compensation, benefits, transfers, layoffs, reinstatements, training, and education will be administered without discrimination.
- Insure that all employees will be informed of the department's EEO/AA policy; and that all employees have a responsibility to comply.
- Insure compliance with relevant federal, state and local laws, guidelines, and requirements which govern EEO and AA.

FRANK M. JORDAN, MAYOR

June 23, 1992

DATE

DEPARTMENT DEMOGRAPHICS

(as of November 19, 1992)

	Number	Percent	Availability	Negative Variance	Aff. Action Goal
Ethnicity:					
White	48	42.11%	57.50%	-15.3%	N/A
Black	21	18.42%	9.90%		N/A
Hispanic	13	11.40%	11.20%		N/A
Asian	17	14.91%	15.30%	-0.39%	.5
Filipino	14	12.28%	5.40%		N/A
Native Amer.	1	0.88%	0.40%		N/A
Gender					
Male	51	44.74%	54.80%	-10.06%	N/A
Female	63	55.26%	45.20%		N/A
Total	114	100.00%			

Ethnicity: Racial or ethnic identity/grouping*Gender:* Sex (male or female)*Number:* Number of Mayor's Office employees per grouping*Total:* Number of employees in the department*Percent:* Number of employees per grouping divided by the total number of employees in the department*Availability:* Percentage of groupings in the San Francisco labor market as reported in the 1980 U.S. Census*Negative Variance:* difference between percent and availability (percent minus availability)*AA Goal:* Is goal needed? Affirmative Action goals are needed if a) total number of employments is greater than 20, or the occupational category is Officials and Administrators; and b) variance multiplied by total, when rounded off is 1 or greater.

OFFICIALS AND ADMINISTRATORS

(as of November 19, 1992)

Ethnicity	Professionals				
	Number	Percent	Availability	Negative Var.	AA Goal (# of Positions)
White	19	73.08%	57.50%		N/A
Black	2	7.69%	9.90%	-2.21%	.5
Hispanic	1	3.85%	11.20%	-7.35%	2
Asian	4	15.38%	15.30%		N/A
Filipino	0	0.00%	5.40%	-5.40%	1.5
Native Amer.	0	0.00%	0.40%	-0.40%	N/A
Gender					N/A
Male	15	57.69%	54.80%		
Female	11	42.31%	45.20%	-2.89%	.5
Total	26	100.00%			

The largest classes in this category and the number of positions in each:

9792 - Assistant to Mayor VI (8)

9790 - Assistant to Mayor V (7)

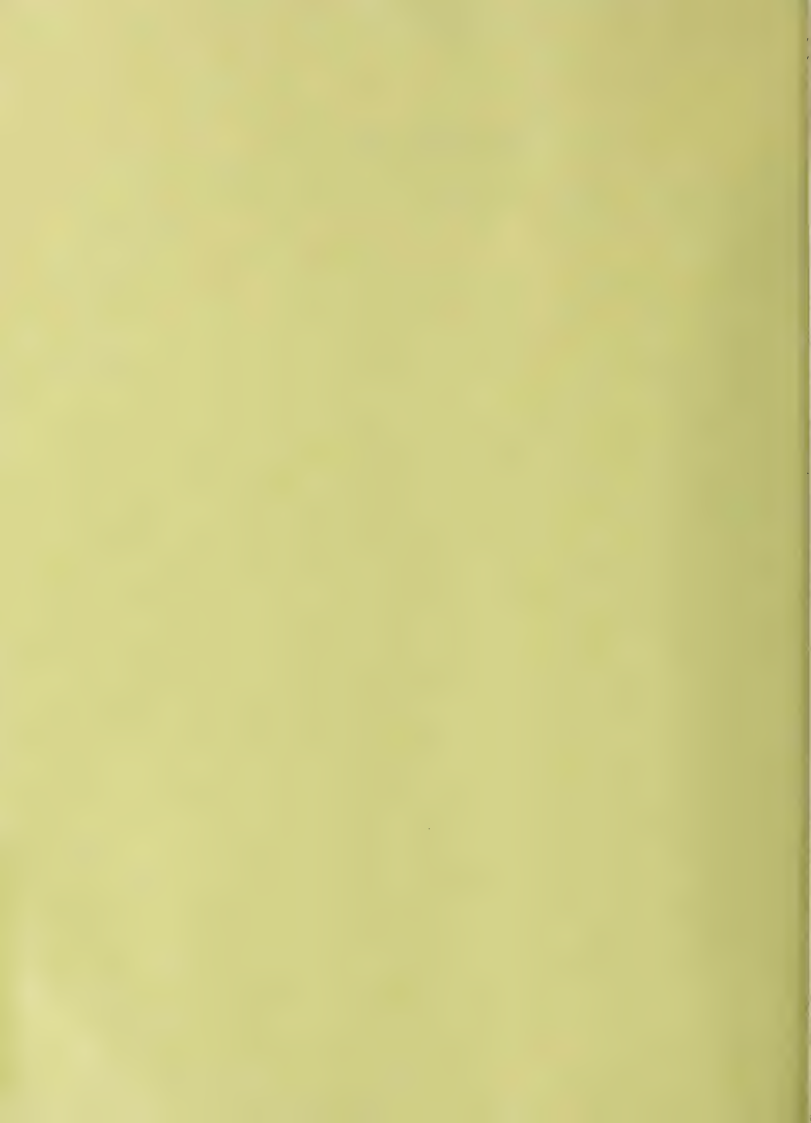
OFFICE AND CLERICAL
(as of November 19, 1992)

	Number	Percent	Availability	Negative Var.	AA Goal (# of Positions)
Ethnicity					
White	2	11.11%	57.50%	-46.39	
Black	3	16.67%	9.90%		N/A
Hispanic	6	33.33%	11.20%		N/A
Asian	2	11.11%	15.30%	-4.19%	1
Filipino	5	27.78%	5.40%		N/A
Native Amer.	0	0.00%	0.40%	-0.40%	.25
Gender					
Male	3	16.67%	54.80%	-38.13%	
Female	15	83.33%	45.20%		N/A
Total	18	100.00%			

The largest classes in this category are the number of positions in each:

1426 - Senior clerk typist (9)

1446 - Secretary II (5)



DEPARTMENT OF PARKING AND TRAFFIC
AFFIRMATIVE ACTION PLANFRANK JORDAN, Mayor
RINA CUTLER, Executive Director

STATEMENT OF POLICY

[Adopted by the Parking and Traffic Commission on May 5, 1992]

It is the policy of the Department of Parking and Traffic that no person seeking employment or promotion be in any way favored or discriminated against on the basis of race, color, sex, sexual orientation, political affiliation, age, religion, national origin, handicap, ancestry, marital status, ethnicity, or medical conditions including but not limited to cancer-related conditions or any medical conditions related to HIV infection.

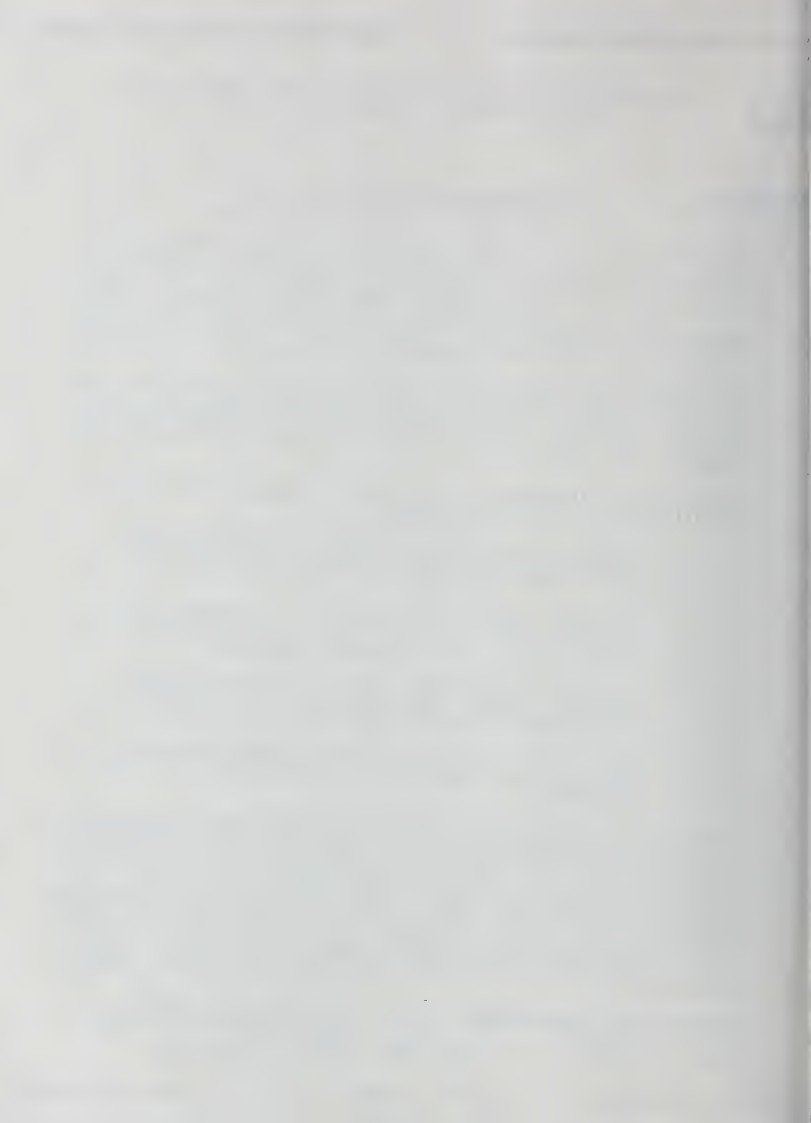
The Parking and Traffic Commission, the Executive Director, the Parking and Traffic administration and management are committed to fostering equitable, non-discriminatory employment practices and promoting employment opportunities for historically disadvantaged groups.

As part of its affirmative action policy, Parking and Traffic has established four ongoing objectives:

- To attain a work force in all job categories which substantially reflects the general available labor force in San Francisco.
- To work towards developing a professional and skilled craft labor force which is more reflective of the diversity in the general population.
- To maintain compliance with all applicable local, state and federal laws, guidelines and regulations concerning affirmative action.
- To foster a work environment which respects, sensitizes and promotes the wide diversity of its employees.

Furthermore, it is the intent of the Parking and Traffic Commission to establish and maintain a program that will lead the Department of Parking and Traffic towards achieving the goal of developing a work force that is reflective of the general population of San Francisco and engenders recognition of the cultural diversity of our City. This may take the form of outside recruitment of women and minorities to qualify through civil service exams for Parking and Traffic positions, and establishment of an upward mobility training program in conjunction with ongoing inservice training activities.

Richard Grosboll
Chair, Parking & Traffic CommissionRina Cutler
Executive Director



Introduction

The Department of Parking and Traffic is responsible for the administration and management of traffic and parking operations in the City and County of San Francisco.

Parking and Traffic Organization

Through its five divisions, Administration, Parking Enforcement, Traffic Engineering, Parking Authority, and Traffic Operations, the Department advances the City's transit policies by interacting with other transportation agencies and community groups to promote the City's long range transit interests. The Department is committed to balancing the demands for increased parking and the need to ensure the efficient and safe movement of people and goods essential for the economic health and quality of life in San Francisco.

Parking and Traffic is a Department of the City and County of San Francisco. The five member Parking and Traffic Commission, which is appointed by the Mayor to four-year terms pursuant to Charter Section 3.698, oversees the Department and sets policy. The Executive Director is appointed and serves at the pleasure of the Commission.

The Bureau Chief, appointed under exempt appointment by the Executive Director, is entrusted to assist in the planning, management and resource allocation of the Department and represents the Executive Director in her absence.

With a budgeted workforce of 509 employees, the Department of Parking and Traffic employs a cross section of personnel from various occupational groups within the five organized divisions, Administration, Parking Enforcement, Traffic Engineering, Parking Authority and Traffic Operations.

DESIGNATION OF RESPONSIBILITY

It is the responsibility of the Parking and Traffic Commission to adopt the policy from which an Affirmative Action Plan is developed. The Executive Director develops and administers the plan with the assistance of the Equal Employment Opportunity Unit of the Civil Service Commission.

The Executive Director is ultimately responsible for the administration of the program. The designated coordinator of the program is the Departmental Personnel Director.

UTILIZATION ANALYSIS

Parking and Traffic's work force overall is in near parity with the City's work force based on the 1980 census. The most notable exception is the under utilization of women. While the Department as whole reflects the City's work force composition, under utilization of women and minorities is evident in specific employment occupational categories.

1. Officials and Administrators

There are nine positions in the Administrators category. African-Americans have been identified as under utilized. The Department is committed to actively recruiting and identifying qualified under represented minority candidates to fill future vacancies in this category.

2. Professionals

Within the occupational category of professionals, Hispanics and women have been identified as under represented. The majority of the positions comprising the professional category have witnessed little turnover and vacancies. Appointments have been made primarily by certification from civil service eligible lists. Due to the limited availability of under represented minorities and women eligible for permanent appointments, particularly within the engineering and transportation planning fields, the Department has not been able to increase representation of Hispanics and women in this category.

As future vacancies occur in this area, the Department is committed to actively recruiting Hispanics and women to further appointments in this category to achieve parity in our workforce.

3. Technicians

Within the Technician category, Hispanics and women are under represented. Of the 15 positions comprising the Technician category, eight positions were filled from civil service eligible lists. The Department is limited in its ability to appoint under represented minorities and women from the available eligible candidates who have participated through the Civil Service examination process.

The remaining seven positions in this category are Student Engineering Trainees. Of the last nine appointments made to these positions, five have been female. Over the last two years, the Department has made significant recruitment efforts to attract women and minorities. These have included contacting minority student engineering clubs at local universities and colleges, attending minority student job fairs, and mailing job announcements to college and university job placement centers. The Department will continue to work in cooperation with the Civil Service Commission to identify and recruit qualified candidates to participate in Civil Service examinations.

4. Protective Services

There are 325 budgeted positions in the Protective Services Category. There are 290 Class 8214 Parking Control Officers, 26 Class 8216 Senior Parking Control Officers and nine Class A-104 Assistant Supervisors.

Asians are the only under represented group in this category. During fiscal year 1991-92, eight (18.60 percent) of the 43 NCS appointments made were Asian. Unfortunately, from the last examination for Class 8214 Parking Control Officer, provisionally

appointed Asians were displaced by higher ranking eligibles from which permanent appointments were made. The Department will continue to actively work with the Civil Service Commission through the examination process to increase Asian representation.

5. Office/Clerical

In this category the Department is representative of the City's work force composition. A continued effort will be made to maintain work force parity.

6. Skilled Craft and Service/Maintenance

In these categories minorities and women are under represented. Under representation of minorities is particularly acute in the Service/Maintenance category. In both categories women are under represented. Under representation in these categories is a citywide challenge. The Department is committed to reducing the disparities which exist in representation of minorities and women in Parking and Traffic's work force.

7. Elected/Exempt

The classifications in this category have not been classified by the Civil Service Commission. Unclassified positions have been allocated and incorporated into the appropriate occupational categories.

AFFIRMATIVE ACTION GOALS

Professional, skilled craft, and service/maintenance employees represent approximately 22% of the Department's permanent workforce. As these occupational categories have been identified as targeted areas, they form a primary focus of the Department of Parking and Traffic's affirmative action plan.

Affirmative action goals for the upcoming year will be centered on expanding representation of Asians, African-Americans, Hispanics, and women among professional, skilled craft, and service/maintenance categories.

As a result of early retirements, the Department of Parking and Traffic anticipates three vacancies in the professional category. Additional project activities have created at least two vacancies also in the professional category and two vacancies in the skilled craft area, with an anticipated turnover in the service/maintenance category which may result in at least one additional vacancy. The Department will work with the Civil Service Commission under the revised and anticipated expanded certification rules to enhance representation of minorities and women.

The Department of Parking and Traffic has set reachable affirmative action hiring goals. These include in the professional category one (1) Hispanics and two (2) women; skilled craft one (1) African-American, one (1) Asian, and, one (1) woman; and among service/maintenance one (1) Hispanic and one (1) woman.

AFFIRMATIVE ACTION PROGRAMS

The Department of Parking and Traffic's affirmative action program will take three forms during the coming year: active recruitment from colleges and universities for appointment of under represented minorities and women to positions in the Student Engineering Trainee series, outreach recruitment for temporary vacancies and examination participation, and the Department will continue in cooperation with the State Rehabilitation Office to expand employment offerings to disabled individuals.

Minority Recruitment Program:

It is the Department of Parking and Traffic's practice to actively recruit student engineering trainees for careers in the traffic engineering field. Through its recruitment efforts, and the Student Engineering Training Program, the Department provides women and minority students with valuable on the job training, and qualifying experience for civil service examinations.

Since the Department of Parking and Traffic's inception in 1990, the Department has actively recruited qualified minority and women candidates for the Student Engineering Trainee series. With assistance from the Civil Service Commission's EEO Unit, the Department of Parking and Traffic has sent summer job announcements to local universities and colleges, minority student engineering clubs, and college job placement centers to recruit minority and women students interested in careers in traffic engineering. The Department's recruitment program also includes attendance at job fairs directed toward minorities and women.

Of the five women appointed to Student Engineering Trainee positions, one has successfully passed an entry level engineering examination. It is anticipated that she will be appointed to a permanent engineering position in May 1992.

The Department of Parking and Traffic considers this program to be the most promising of its efforts to change the face of its professional work force.

Recruitment For Vacancies and Candidates for Participation in Civil Service Examination:

The Affirmative Action Coordinator will expand current efforts to enlist qualified minority applicants for examinations by widened distribution of prepared announcements. Expanded recruitment will also include promoting relationships with colleges and universities to recruit new graduates, as well as attending professional conferences as a means to find potential candidates.

The Commission through its affirmative action policy will attempt to identify potential training funds for programs to establish an upward mobility training program.

Reasonable Accommodation & Rule 34 Appointments:

The Department of Parking and Traffic is committed to eliminating barriers to opportunities for qualified candidates who are disabled. Two Rule 34 appointments were made during FY 1991-92 and the administration is open to consideration of future such appointments in the skilled craft and service/maintenance categories.

The Affirmative Action Coordinator will continue to work with management to interview candidates who are referred by the State Rehabilitation Office, and actively encourage consideration of these candidates for employment.

AUDITING AND REPORTING

The Department of Parking and Traffic's Personnel Division maintains records of sex and ethnicity. Statistical reports are generated semi-annually and are distributed system-wide.

All such reports as well as affirmative action records are available for inspection by interested parties. The Department of Parking and Traffic provides reports to the Civil Service Commission's EEO Unit as requested and works with the Civil Service Commission in updating and maintaining computer data on affirmative action. This information will be provided to the Parking and Traffic Commission semi-annually.

DISSEMINATION

The statement of policy which is adopted by the Parking and Traffic Commission is published in their minutes. The plan, once adopted, will be available for review upon request in the Personnel Office. It will be distributed to all the Department of Parking and Traffic work sites and will be shared with all employees.

**AFFIRMATIVE ACTION PLAN
ANALYSIS OF WORK FORCE
Total Department By Occupational Group**

Occupational Category	White	Black	Hispanic	Asian	Filipino	AmerInd	Male	Female	Total
A. Officials/Administrators	7 77.7%	0 0.0%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	6 66.6%	3 33.3%	9
B. Professionals	14 51.8%	2 7.4%	0 0.0%	7 26.0%	4 14.8%	0 0.0%	24 88.5%	3 11.2%	27
C. Technicians	2 13.3%	1 6.6%	0 0.0%	11 73.3%	1 6.6%	0 0.0%	12 80.0%	3 20.0%	15
D. Protective Services	101 35.9%	86 30.6%	38 13.5%	30 10.7%	23 8.2%	3 1.1%	122 43.4%	159 56.6%	281
F. Office/Clerical	5 10.4%	6 12.5%	12 25.0%	15 31.3%	9 18.7%	1 2.1%	21 43.8%	27 56.2%	48
G. Skilled Craft	32 61.5%	4 7.7%	6 11.5%	5 9.6%	4 7.7%	1 2.0%	48 92.3%	4 7.7%	52
H. Service/Maintenance	12 60.0%	5 25.0%	1 5.0%	1 5.0%	1 5.0%	0 0.0%	18 90.0%	2 10.0%	20
TOTAL DPT Employees As of June 30, 1991	173 38.3%	104 23.0%	58 12.8%	70 15.5%	42 9.3%	5 1.1%	251 55.5%	201 44.5%	452

Occupational Categories:

A. Officials/Administrators	1101, 1102, 1104, 1270, 5233, 7123, A-006, A-032, A-098
B. Professionals	1242, 1652, 1811, 1823, 1840, 1844, 5202, 5228, 5229, 5230, 5232, 5289, 5320,
C. Technicians	5362, 5364, 5380, 5381, 5382, 6231,
D. Protective Services	8214, 8216, A-104
F. Office/Clerical	1222, 1404, 1406, 1424, 1426, 1446, 1452, 1502, 1630, 1708, 1720, 1853, 5302
G. Skilled Craft	7238, 7242, 7243, 7258, 7276, 7332, 7338, 7345, 7346, 7444
H. Service/Maintenance	5301, 5303, 7457, 7514, 7524

Comparison: San Francisco Work force vs. DPT Work force

Survey Date	White	Black	Hispanic	Asian	Filipino	AmerInd	Male	Female
1980 SF CENSUS	57.5%	9.9%	11.2%	15.3%	5.4%	0.4%	54.8%	45.2%
June 1991	38.3%	23.0%	12.8%	15.5%	9.3%	1.1%	55.5%	44.5%



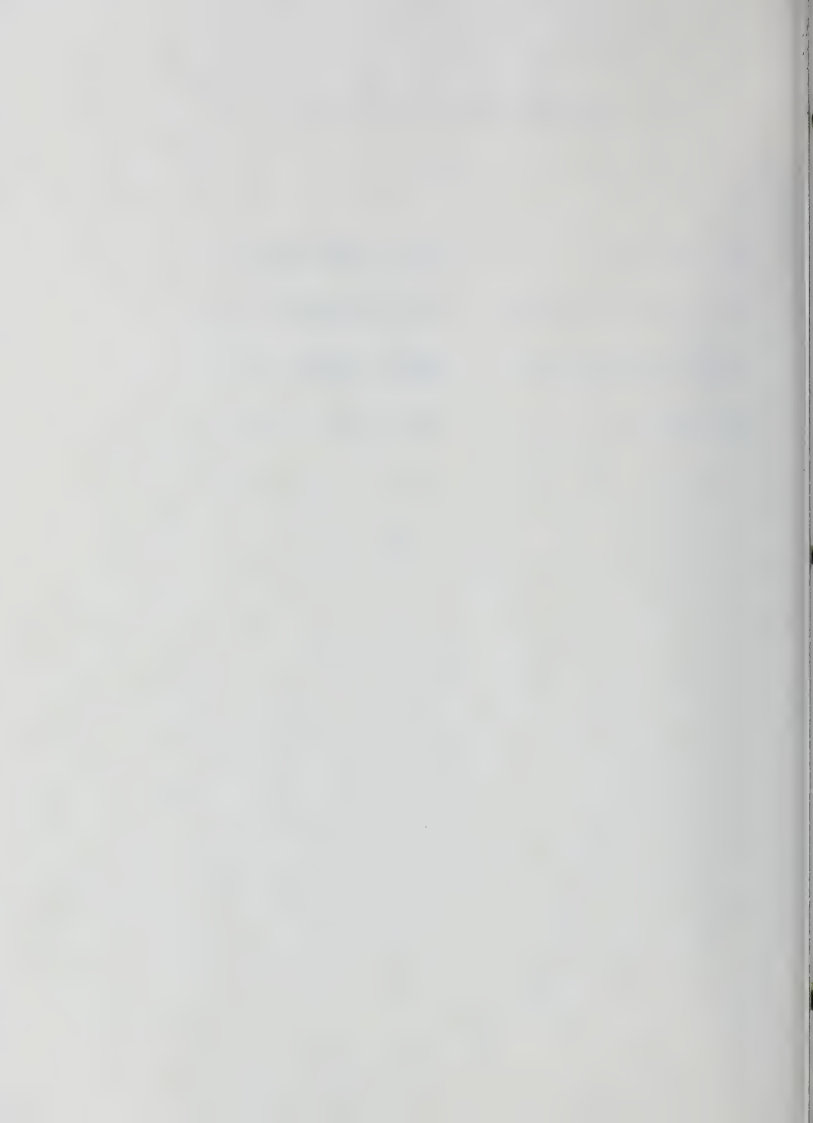
DEPARTMENTAL AFFIRMATIVE ACTION PLAN

NAME OF DEPARTMENT: BOARD OF PERMIT APPEALS (37)

CHIEF EXECUTIVE OF DEPARTMENT: ROBERT H. FELDMAN

AFFIRMATIVE ACTION OFFICER: ROBERT H. FELDMAN

DATE SUBMITTED: MARCH 3, 1992



INTRODUCTION

The Board of Permit Appeals is a five-member body appointed by the Mayor to sit as a kind of people's court on department permit decisions and on certain decisions and determinations of the Zoning Administrator and the City Planning Commission. The Board members are appointed for four-year terms and serve at the pleasure of the Mayor, who may replace them at will.

The department which supports the Board is made up of one professional (executive director) and three clerical employees, a principal clerk, a legal secretary and a senior clerk typist. Also, a senior clerk typist is employed 16 hours a week to support the clerical team.

The Board holds hearings generally on building and demolition permits from the Bureau of Building Inspection and the Department of City Planning, taxicab and massage parlor permits from the Police Department and restaurant permits from the Department of Public Health.

The Board holds its hearings on two or three Wednesday nights a month from 5:00 p.m. to as late as midnight in Room 282, City Hall. The Board office is in Room 154-A, City Hall.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

The Board of Permit Appeals is committed to equal employment opportunity and a program of affirmative action.

It is the policy of the Board of Permit Appeals to afford equal opportunity in employment to all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related), AIDS/ARC/HIV infection, age, religion, or political affiliation. This policy of non-discrimination shall cover all employment decisions of the department, including recruitment, selection, hiring, promotion, assignment, benefits, compensation, training, transfer, layoff, discipline and termination.

Furthermore, the Board of Permit Appeals shall execute a program of affirmative action to remove barriers that have operated in the past to preclude employment opportunity for members of certain groups who have experienced discriminatory practices against them. An affirmative action plan which includes goals and timetables will be followed to assist the Board of Permit Appeals to increase the utilization of the skills and talents of minorities and women, where underutilization exists.

It is also the policy of the Board of Permit Appeals to comply with federal, state and local laws, guidelines and requirements which govern equal employment opportunity and affirmative action.

As Executive Director of the department, I assume responsibility for the management and direction of the affirmative action program, which reflects my deep personal commitment to equal employment opportunity and affirmative action.

All employees will be made knowledgeable of this EEO/AA policy. It shall be the shared responsibility of all employees to comply with the policy and promote a positive non-discriminatory work environment.

March 3, 1992

Date



Robert H. Feldman
Executive Director

DESIGNATION OF RESPONSIBILITIES

The Affirmative Action Program is administered by the executive director who prepares and distributes the department affirmative action policy to all employees and who directs the principal clerk in implementing this policy.

When openings occur the executive director interviews prospects and hires from protected groups as often as possible.

The principal clerk supervises the clerk typists and legal secretary in a manner conducive to harmony among all ethnic-racial groups, reporting any incidents regarding this problem to the executive director and completing and filing all civil service, Human Rights Commission and other reports as required regarding equal employment opportunity and affirmative action.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u>		<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
	<u>Number</u>	<u>Percent</u>			
<u>White</u>	4	36%			
<u>Black</u>	5	45%	9.9%		
<u>Hispanic</u>	0	0%	11.2%	-11.2%	No
<u>Asian</u>	2	18%	15.3%		
<u>Filipino</u>	0	0%	5.4%	- 5.4%	No
<u>Amer Indian</u>	0	0%	0.4%	- 0.4%	No
<u>By Gender</u>					
<u>Male</u>	4	36%			
<u>Female</u>	7	64%	45.2%		
<u>Total</u>	11				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Notes: ◦ Department totals include five (5) commissioners appointed by the Mayor.

 ◦ Since June 30, 1991 one (1) staff position has been deleted, leaving a total of five employees.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A - Officials and Administrators

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number	Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>1</u>	<u>100%</u>			
<u>Black</u>			<u>9.9%</u>	<u>-9.9%</u>	<u>No</u>
<u>Hispanic</u>			<u>11.2%</u>	<u>-11.2%</u>	<u>No</u>
<u>Asian</u>			<u>15.3%</u>	<u>-15.3%</u>	<u>No</u>
<u>Filipino</u>			<u>5.4%</u>	<u>- 5.4%</u>	<u>No</u>
<u>Amer Indian</u>			<u>.4%</u>	<u>- .4%</u>	<u>No</u>
<u>By Gender</u>					
<u>Male</u>	<u>1</u>	<u>100%</u>			
<u>Female</u>			<u>45.2%</u>	<u>-45.2%</u>	<u>No</u>
<u>Total</u>					

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1575 Executive Director, Board of Permit Appeals (1)

NARRATIVE DISCUSSION AND REVIEW OF PAST YEAR'S EEO/AA PERFORMANCE

During the past year the department had one personnel change, the return to work of a African-American woman to her position as senior clerk typist after maternity leave. During her absence the Board had employed an African-American woman as a temporary employee.

AFFIRMATIVE ACTION PROGRAMS

EEO/AA Policy statement will be distributed to each employee.

No recruitment, selection, hiring, promotions, training, or special programs are anticipated. In the event Civil Service or HR& holds seminars or training for City employees the department will encourage participation by employees.

In the event special circumstances arise the department will consult with the EEO/AA unit of Civil Service for advice to insure compliance with EEO/AA regulations.

AUDITING AND REPORTING

This department is committed to maintain records as to EEO/AA and to report to the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission and other regulatory agencies as required.

The executive director shall evaluate progress annually and consult with the principal clerk or how to further implement EEO/AA policy.

The AA goals for June 30, 1993 will be reviewed in the event of new hiring to insure that goals are reached.

DISSEMINATION

Copies of the AA Action Plan will be given to all employees and posted on the department bulletin board for review by the public and organization representatives.

APPENDICES

- | | |
|------------|---|
| Appendix A | Budgeted Positions for Board of Permit Appeals (37) |
| Appendix B | Slur Policy Resolution |

Dept	OCC	Class	Class Title	AAP Bench	Total Count
37			PERMITS APPEALS		
37	A		OFFICIALS & ADMINISTRATORS		
37	A	1575	EXECUTIVE DIRECTOR, BD OF PERMIT APP....	0101	1
37	A		OFFICIALS & ADMINISTRATORS subtotal:		1
37	F		OFFICE / CLERICAL		
37	F	1408	PRINCIPAL CLERK.....	0613	1
37	F	1426	SENIOR CLERK TYPIST.....	0616	1
37	F	1458	LEGAL SECRETARY I.....	0624	1
37	F		OFFICE / CLERICAL subtotal:		3
37	X		ELECTED / EXEMPT		
37	X	0358	COMMISSION, PERMIT APPEALS.....	0902	5
37	X		ELECTED / EXEMPT subtotal:		5
37			PERMITS APPEALS subtotal:		9

BOARD OF PERMIT APPEALS RESOLUTION

WHEREAS, The Civil Service Commission adopted a policy regarding slurs on August 18, 1980 and now encourages all boards and commissions to adopt this policy to discourage slurs and to encourage equal treatment of all persons by City officials and employees; and

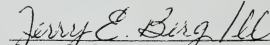
WHEREAS, The Board of Permit Appeals has always sought to provide an administrative review process that is fair to all parties and has always treated those coming before it with respect and in an equal manner:

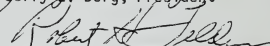
THEREFORE BE IT RESOLVED, That the Board of Permit Appeals hereby ADOPTS the following policy regarding the use of slurs:

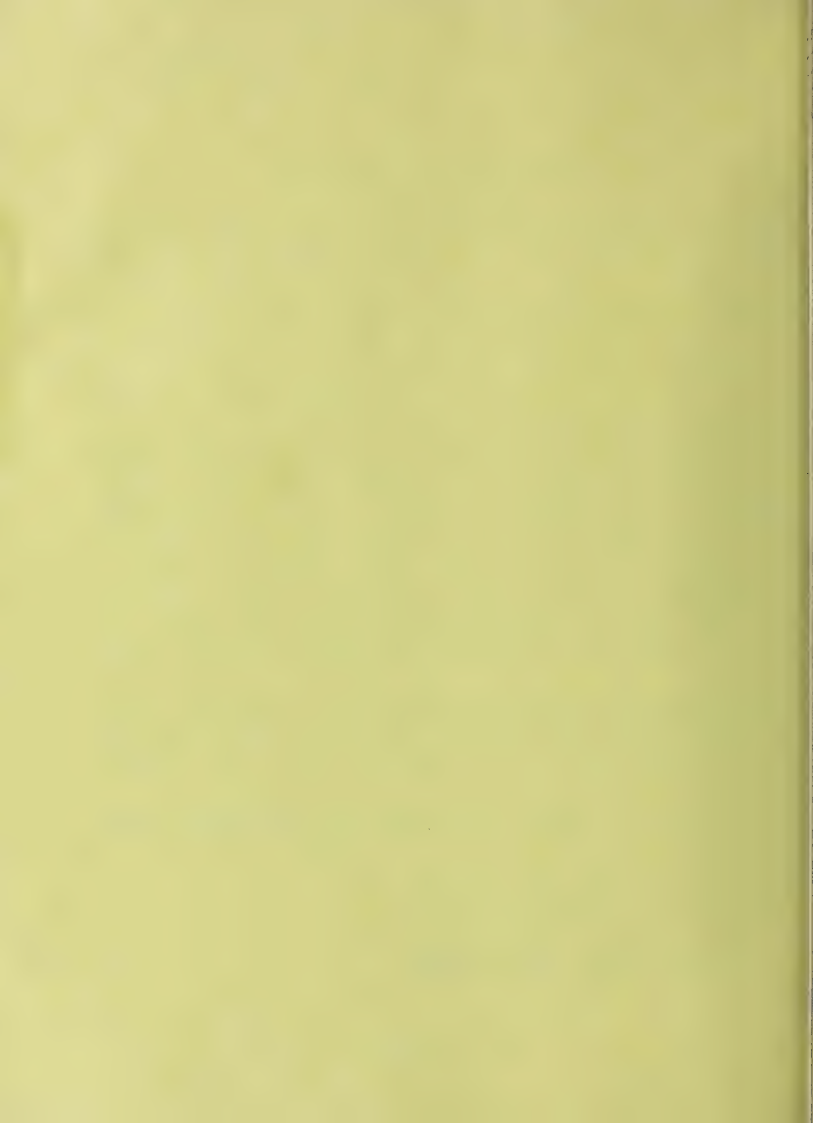
IT IS THE POLICY OF THE BOARD OF PERMIT APPEALS OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL PROTECTION AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMPTING ILL WILL AND HANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY BOARD OFFICIALS OR EMPLOYEES WILL BE CONSIDERED AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID BOARD OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF BOARD EMPLOYEES.

The undersigned hereby certify that this resolution was adopted by the Board of Permit Appeals at its regular meeting on May 25, 1988.


Jerry E. Berg, President


Robert H. Feidman, Executive Director




Affirmative Action Plan
of the
San Francisco Police Department

Police Commission

Harry W. Low
Clothilde V. Hewlett
Edward J. Campana
Dorian Peters Nelson
David C. Detrick

President
Vice President
Member
Member
Member



Acting Chief Thomas F. Murphy
Affirmative Action Officer

May 18, 1992

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RECEIVED
POLICE COMMISSION

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AFFIRMATIVE ACTION PLAN
OF THE
SAN FRANCISCO POLICE DEPARTMENT

INTRODUCTION

The San Francisco Police Department is legally mandated to protect lives and property in the City and County. The Department is managed by a Chief of Police who is responsible for the overall operation of its units. A chart showing the organizational structure of the Department is attached. The Chief of Police is in turn responsible to a five-member Police Commission which establishes policy for the Department. Commissioners are appointed to four-year terms by the Mayor. On June 30, 1991 there were 1830 sworn (police officer) and 559 non-sworn (civilian) employees in the Department.

March 30, 1979, a Consent Decree, in the matter of Officers for Justice et al, vs. the Civil Service Commission of the City & County of San Francisco, was signed by all parties to the litigation. The Decree created distinct and concrete goals for the recruitment and promotion of sworn employees. The goals and action steps necessary to achieve the goals are included in Section III of the accompanying Plan.

Non-sworn (civilian) employees work at a variety of jobs which do not require police officer skills or status, under the supervision of sworn officers. Affirmative Action goals and methods of attaining them are not included in the Consent Decree; they are included in Section IV of the accompanying Plan.

Copies of the Consent Decree and all related documents are available for inspection at the office of the Police Commission, Room 505, Hall of Justice, San Francisco, 94103.

I. POLICY STATEMENT

The San Francisco Police Department is committed to the policy of equal employment opportunity and non-discrimination for all persons regardless of race, ethnicity, national origin, gender, sexual orientation, marital status, disability, medical condition (cancer-related), AIDS/ARC//HIV infection, age, religion, political affiliation.

The Police Department will take steps to:

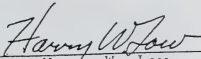
- *Identify and take corrective action to eliminate barriers in recruitment, selection, hiring, promotion, assignment, benefits, compensation, training, transfer, layoff, discipline, termination.

Develop a work force whose composition reflects the available work force of the City & County of San Francisco.

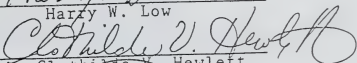
*Insure that all employees of the Department familiarize themselves with the goals and objectives of the Affirmative Action Plan.

The Deputy Chief of the Administration Bureau, as the Affirmative Action Coordinator of the Department has the primary responsibility for maintaining our Affirmative Action goals.

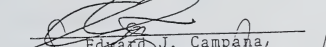
President, Police Commission


Harry W. Low

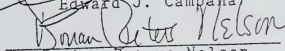
Vice President, Police Commission


Clothilde V. Hewlett

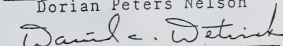
Member, Police Commission


Edward J. Campana

Member, Police Commission

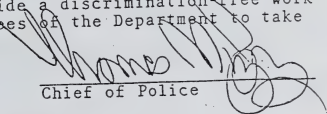

Dorian Peters Nelson

Member, Police Commission


David C. Detrick

Date: March 31, 1992

As Chief of Police I subscribe to the Affirmative Action Policy adopted by the Police Commission on June 17, 1992. Our Department serves an ethnically and linguistically diverse community; we can best serve it by employing a work force whose composition represents and is understanding of that diversity. I pledge that I will continue to exert my full efforts to create that kind of work force and to provide a discrimination-free work environment. I ask all employees of the Department to take good faith steps to assist.


Chief of Police

II. DESIGNATION OF RESPONSIBILITY

- A. The Chief of Police will:
1. In concert with the Police Commission, continue to provide policy direction for the Department to increase equal opportunities for employment and promotion.

2. Ensure that the action steps taken by the Department are consistent with the policies of relevant federal, state and local agencies.
3. Report to the Mayor, the Board of Supervisors, the Civil Service Commission, the Human Rights Commission and the Commission On the Status of Women on the department's progress and problems in implementing the Affirmative Action Plan.

B. The Affirmative Action Coordinator is the Deputy Chief of the Administration Bureau. The Coordinator will:

1. Update the Affirmative Action Plan for the Police Department.
2. Recommend and support goals for equal employment and promotional opportunities.
3. Administer the Affirmative Action Program, placing particular emphasis on the action steps necessary to increase equal hiring and promotional opportunities.
4. Issue directives as needed to assist in the implementation of the goals.
5. Provide technical assistance and guidance to the Coordinator of the Consent Decree Unit, whose responsibilities for equal employment opportunities for the sworn work force will be described below.
6. Coordinate and provide training and technical assistance to Department, division and section heads in identifying problem areas and in implementing the Affirmative Action Plan.
7. Appoint an Assistant Affirmative Action Coordinator, whose responsibilities are the recruitment and promotion of the civilian work force.

C. The Assistant Affirmative Action Coordinator is the Captain of the Personnel Division. The Assistant Coordinator will, in conjunction with the Civil Service Commission, and subject to the availability of funds:

1. Monitor records of appointments, transfers, promotions, disciplinary actions, terminations, and reinstatement of civilian personnel, to measure the effectiveness of the Department's Affirmative Action Plan and to determine where further action is needed.
2. Recommend to the Civil Service Commission changes in job descriptions which create artificial barriers to the employment and promotion of civilian women and minorities.
3. In conjunction with the Legal Division, keep informed on significant new laws, Court decisions and administrative rulings affecting affirmative action programs in the public and private sector and make the appropriate personnel aware of the impact of the information on their responsibilities.
4. Maintain the system of informing all civilians of the procedures for filing complaints alleging discrimination in employment procedures.
5. Investigate State and Federal programs and grants as a source of training and employment for women and minorities.

III. SWORN EMPLOYEES

A. Background

1. On April 23, 1973, Officers for Justice filed a complaint against the City & County in Federal District Court, alleging a pattern of discrimination in the employment of police officers on the basis of race, national origin and sex. The action was joined by the U.S. Government, and the two cases were consolidated. On March 30, 1979, all parties to the litigation agreed to the issuance of a Consent Decree, without admission of violation of law, rule or regulation, with respect to the allegations of the plaintiff. The result of the order was the issuance of a Consent Decree, whereby the City & County agreed upon certain goals for the recruitment, appointment and promotion of qualified women and minorities in sufficient numbers to substantially increase the minority and female composition of the Police Department.

2. The ethnic composition of the San Francisco Police Department at the outset of the litigation differed significantly from the ethnic make-up of the City & County of San Francisco. Blacks, Hispanics and Asians were substantially under-represented. This disparity was even more pronounced in the upper ranks of the Department, i.e., assistant inspector, sergeant and above. Several factors were responsible:
 - a. Written examinations for the selection of patrol officers and for promotions to sergeant that were administered from 1969 to 1972 displayed a substantial adverse statistical impact on minorities who took them. The job-relatedness of these exams was not established and their use constituted a violation of the Civil Rights Act of 1964.
 - b. The 5'6" pre-selection minimum height requirement that was used by the City also impacted adversely on Hispanics, Asians and women. As such it presented a prima facie case of employment discrimination for which the City had no defense.
 - c. Before the filing of the action, women were totally excluded from the position of police officer in the San Francisco Police Department and Q-20 Policewomen were not eligible for promotion to the rank of sergeant or higher. The physical agility test that was administered to applicants when the position of Q-2 Police Officer was opened to women had a very significant adverse impact on women. The City was unable to establish the validity of this test during the litigation.
 - d. There was an adverse statistical impact on Blacks in the 1976 Q-35 Assistant Inspector's promotional examination. Although the number of minority officers taking that exam were too small to establish proof of discrimination based on statistics alone, indications of discriminatory impact were serious enough to justify action against its use in making permanent promotions to that rank.

e. There was substantial evidence of incidents of intentional discrimination against women and minorities.

3. A table, listing the sex and ethnicity of the sworn employees of the Department on June 30, 1979, is attached at Appendix 1. The date is three months after the signing of the Consent Decree and is prior to the implementation of programs necessary to insure compliance.

8. Analysis of Current Work Force

1. Tables showing sworn employees by status, occupational group and utilization are attached.

C. Goals

1. General

The goals established in the Consent Decree of March 30, 1979 are in part:

"In order to eradicate the present effects of past hiring and promotion practices with respect to minorities and women, the City shall adopt and seek to achieve as a long-term goal the recruitment, appointment and promotion of qualified minorities and women in sufficient numbers so as to increase substantially the minority and female composition of the San Francisco Police Department. For the purpose of this decree, goals are to be distinguished from quotas. The long term goal shall be to raise minority representation to 45 percent."

The Decree further states, "The City agrees that it shall by August 1, 1981, increase the number of sworn officers in the San Francisco Police Department to the full budgeted strength of 1971 persons, and shall maintain at least that level of staffing until at least August 1, 1984."

2. Hiring

The hiring goals of the Decree are, in part:

- a. "The City will adopt an annual goal of 50% minority appointments, 20% female appointments, an additional 30 females above the 20% goal over the first four years of the decree."
- b. "The City will adopt the goal of appointing twenty-nine officers bilingual in Chinese by 1984 from entry level eligible lists."
- c. "Only those persons who successfully complete academy and field training programs shall be counted for purposes of determining compliance with the goals set forth above."

3. Promotions

- a. Sergeants and Assistant Inspectors.
The goals for the promotion of Sergeants and Assistant Inspectors is:
 - (1) "The Department will by January 1, 1981, offer promotion to the ranks of sergeant or assistant inspector to all officers in rank order on the respective 1976 informational rosters of candidates eligible for promotion to those positions. Those persons holding temporary appointments to those ranks as of December 1, 1978, shall be retained in said status until their permanent appointment. Seniority shall accrue in rank order to persons appointed pursuant to this provision as of the date of permanent appointment."
 - (2) "After appointments to sergeant or assistant inspector, the City shall, subject to the availability of qualified minority and female applicants, adopt and seek to achieve an annual goal of selecting minorities and women for promotion to permanent sergeant and assistant inspector positions in proportion to their representation in the qualified applicant pool for each examination."

- (3) "In view of the fact that the rate of appointments in the past ten years for the rank of sergeant has been twenty-five persons annually and fifteen persons annually for the rank of assistant inspector, the City shall maintain at least this rate of appointment in said ranks from and after August 1, 1981, through August 1, 1985."

b. Lieutenants and Captains

The goal for the appointment of Lieutenants and Captains is:

- (1) "The City will administer the next lieutenant examination when all the minorities and women promoted to sergeant in accordance with the above paragraph are eligible to compete for promotion to lieutenant."
- (2) "Subject to the availability of qualified minority and female candidates, the City shall adopt and seek to achieve the annual goal of selecting minorities and women for promotion to lieutenant and captain in proportion to their representation in the qualified applicant pool for each examination."
- (3) "The City shall limit to two years the life of the eligibility lists for the next two captain examinations administered following entry of this Decree."
- (4) "The City shall conduct an extensive review of the selection procedures for the positions of lieutenant and captain to ensure their job relatedness and to attempt to minimize or eliminate adverse impact on minorities and women."

"In view of the fact that the rate of appointments in the past ten years for the ranks of lieutenant and captain have averaged on an annual basis, no less than twelve

persons and four persons respectively, the City shall appoint between August 1, 1985 and the termination date of this decree in the aggregate forty-eight persons to the rank of lieutenant and sixteen persons to the rank of captain. This commitment shall be measured over this four-year and not on an annual or other basis."

- (5) "Seniority will not be the sole criteria for non-permanent appointments made in the absence of eligibles from a promotional list."
- (6) "On a one-time only basis, those persons promoted to sergeant pursuant to the above paragraph shall be eligible to participate in a competitive examination for the rank of lieutenant after holding a permanent appointment in the rank of sergeant for no less than eighteen months." (Note: Promotions to the rank of inspectors are not covered by the Consent Decree, because appointment to the rank is automatic after two years of service as an assistant inspector, to which promotion is governed by the Decree, as described above.)

D. Responsibility for Implementation

- 1. By an order of the U.S. District Court, dated October 1, 1979, a Consent Decree Unit was established in the Police Department, under the direction of a Coordinator, appointed from the staff of the Civil Service Commission. Under the terms of the Order, the functions of recruitment and examination were delegated to the Consent Decree Unit. The individual responsible for implementing the terms of the Decree, therefore, is the Coordinator of the Consent Decree Unit, who, in turn, reports to the Department's Affirmative Action Coordinator. The Consent Decree Unit Coordinator is guided in his/her activities by an Auditor-Monitor, whose duties will be described in Section F, following.

2. The responsibilities of the Consent Decree Unit are:
 - a. Retention of recruits, and probationary and permanent personnel.
 - b. Continuous recruitment for entry level positions in conjunction with the Police Academy's continuous training program to insure the availability of personnel for the future police needs of the City & County of San Francisco.
 - c. Recruitment focusing on potential candidates in schools (area high schools, technical and vocational schools, community colleges, colleges and universities) and in the military.
 - d. Utilization of uniformed recruiters already detailed by the Chief of Police or who will be detailed by the Chief.
 - e. Remediation, tutoring, counseling and special training of eligible candidates and probationary employees to ameliorate the problem of attrition in the Police Academy and field training programs.
 - f. Development and validation of police examinations.
 - g. Continuous administration of entry level examinations.
 - h. Administration of promotive examinations as required.
 - i. Timely reports as required by the Consent Decree.
 - j. Compilation of data and if feasible, the use of an independent computerized information management system.
3. The reports described in Section i, above, include lists and summaries, on a quarterly basis, by sex and ethnicity, as follows:
 - a. Composition of the work force.
 - b. Dates of appointment, promotion and separation (and the reasons therefore).

- c. Persons certified for hiring and promotion.
- d. Persons who fail to complete Police Academy Training (and the reasons therefore).
- e. Patrol officers who complete and who do not complete probation.
- f. Applicants for each position, identifying the persons who passed each component of the examination and the persons who passed each complete examination.
- g. Individuals against whom disciplinary action was initiated, the basis for the action and the disposition of the case.

E. Action Steps

1. Section IX of the Consent Decree required the City "to develop a full-scale program designed to recruit and train minorities and women for hiring and prepare them for promotion in the Police Department. The program shall contain both a specific and comprehensive two-year plan and at least a specific outline of a long-range plan." On January 31, 1980, a Two Year Plan was adopted and concurred in by the parties to the litigation.

2. The components of the Two Year Plan are:

a. Recruitment Program

The need of the Department for qualified applicants will be addressed by:

- (1) Media campaigns which highlight the role of women and ethnic minorities in law enforcement and which focus on communities whose residents are currently underutilized in police employment.
- (2) Contact with public and private high schools, technical schools, colleges and universities. Beginning with each examination announcement, police recruiters will visit

campuses and will counsel persons interested in police careers.

- (3) Assignment of police recruiters to community organizations to make oral presentations, to encourage advertising in agency newsletters and to solicit support from members of the organization.
- (4) Establishment, subject to availability of funds, of a Cadet Program as a temporary entry level class of employees, which allows for vertical mobility and in which people may perform part time police-related work while evaluating their interest in a police career.

b. Selection Program

The Consent Decree addresses five levels of competitive examinations, of which the entry level is of the most immediate significance. The entry level selection procedure is composed of four major elements:

- (1) Minimum qualifications (i.e., age, education, citizenship, absence of criminal record and residence) and the ability to pass an audio-visual test (which will be continuously reassessed to determine its relationship to successful job performance, or adverse impact on minorities and women.)
- (2) Oral appraisal of communication and related skills by a three-person rating panel, using an examination that fairly screens applicants and that has no adverse impact on minorities and women.
- (3) A physical agility test which relates fairly to job requirements and which does not adversely impact on the selection of women.
- (4) Medical examination and background check. Specifically the Consent

Decree Unit will monitor the application and effect of background investigations to determine if there is an adverse impact on women and minorities.

(Examination for promotion to the ranks described in the Decree will be re-written to accurately reflect job requirements and to eliminate adverse impact on women and minorities.)

c. Retention Program

The intent of the Two Year Plan is to alleviate the problems of retaining candidates for appointment to the ranks covered by the Decree while waiting out the long period of time between testing and appointment. The goal of the Plan is to satisfactorily maintain each qualified candidate throughout his or her career as a police officer. The entry level retention program consists of several phases:

- (1) Pre-examination, by tracking, consisting of weekly telephone contacts, during which assigned officers will counsel applicants on an individual basis.
- (2) Post examination/Pre-appointment, by timely notification of examination results, as rapid as possible adoption of eligibility results, and prompt administration of medical and background checks.
- (3) Probationary
 - (a) Management of the stress of Academy Training through a peer network, and on-going contact with officers assigned to the Retention Program.
 - (b) Assistance in completing the Field Training (FTO) program, the practical application of Academy-acquired training, in

the field. As with the Academy phase of retention, officers assigned to the Retention Program will assist officers in completing the FTO program, and they will make recommendations for modifications in the program.

(4) Permanent Employment

- (a) Support in the form of personal counseling on marriage, family, financial, alcohol or drug and job-related problems. Information on initial avenues of potential grievances, will be provided new officers by officers assigned to the Retention Program.

d. Training Program

- (1) A pre-examination Skills Inventory will be made available to applicants to assess their basic skills (primarily reading and writing) necessary for successful competition in the selection process.
- (2) Pre-examination skills improvement will be offered to applicants, individually or in conjunction with San Francisco Community College classes.
- (3) Brochures explaining application and examination procedures will be provided to all applicants.
- (4) Separate examination preparation courses for each examination component will be offered to all applicants.
- (5) Physical fitness training and further reading and writing training will be offered to applicants prior to entry into the Academy, in order to minimize typical problems encountered in the early phases of the program.

- (6) Individual tutoring and formal classes will be offered to recruits by Academy staff to assist them in strengthening specific skills.
- (7) Courses in writing skills will be offered to recruits experiencing difficulties by San Francisco Community College or private tutor.
- (8) A job analysis will be conducted for each promotive rank in the Department. The analysis will be the basis for developing promotive examinations. When the examinations are complete, training courses will be made available to all candidates for promotion.
- (9) A training matrix will be developed to determine whether women and minorities have received adequate external training in areas critical to upward mobility.

F. Review and Audit

1. The Consent Decree established the position of Auditor-Monitor, whose duties are to insure that the activities specified in the Consent Decree are discharged fully and expeditiously.
2. The Consent Decree established a fund of \$500,000 to be used in achieving the goals and objectives of the Decree.
3. The duties of the Auditor-Monitor are to:
 - a. Review and approve the Department's plans to achieve the goals and objectives of the Decree.
 - b. Assure that assignments and disciplinary actions are free of discrimination on the basis of sex and ethnicity.
 - c. Administer the \$500,000 fund to ensure that recruitment, training, testing and promotions are proceeded in a manner consistent with the goals and objectives of the Decree.

- d. Verify that all data submitted by the City are complete and accurate.
- e. Prepare reports to the Court and parties to the litigation.

G. Grievance and Complaint Procedures

1. Grievance Procedures

The procedure by which sworn employees may file complaints against the Department, pertaining to conditions of employment, are enumerated in the existing Memorandum of Understanding, between the San Francisco Police Officers Association and the City & County of San Francisco. In brief, the procedure consists of the following steps:

- a. Oral discussion of the grievance with employee's immediate supervisor.
- b. Written submission of the grievance to employee's immediate supervisor.
- c. Submission to the Chief of Police for review.
- d. Submission to the Director of Employee Relations for review.
- e. Submission, where appropriate, to binding arbitration.

(A copy of the full Memorandum of Understanding is available for inspection at the office of the Police Commission, Room 505, Hall of Justice, San Francisco, California 94103)

2. Complaint Procedures

- a. Department General Order #P-3, dated August 22, 1980:
 - 1. states, in part, "full adherence to and complete implementation of the terms and spirit of the Consent Decree shall be a priority of the San Francisco Police Department. Any member who intentionally obstructs its

implementation by acts of commission or omission shall be considered to have engaged in unofficerlike conduct and shall be subject to discipline."

2. Establish the position of Auditor/Monitor per the Consent Decree.IV.

b. General Order D-17 dated 01/22/88.

1. Establishes policies, rules and procedures regarding discrimination and/or sexual harrassment.
2. Establishes policy as to equal access to assignments, special duties, transfers, overtime, leaves, awards, facilities and equipment.
3. Commitment to education and training.
4. Definition and legal framework.
5. Specific conduct and supervisor's responsibility.
6. Complaint Procedure
 - a. Oral or writing.
 - b. Complaints may include a suggested resolution.
 - c. Members option for formal or informal investigation
 - d. Internal (within the Department) or external (City, State or Federal EEO, or Auditor/Monitor) investigation or both and deadlines for each.
 - e. Receipt of complaint.
 1. Supervisor to advise complainant of options.
 2. Confidentiality maintained throughout the Process.

3. Complaint goes directly to Affirmative Action Officer.
- f. Informal Process
 1. Affirmative Action Officer to the Commanding Officer and the complainant approves the resolution.
- g. Formal Process.
 1. From Affirmative Action Officer to the Equal Employment Opportunity Unit (EEO).
 2. EEO recommendation to Affirmative Action Officer can include to counsel, retrain, educate, mediate and discipline.
 3. If discipline recommended Management Control Division continues investigation and makes recommendation to Affirmative Action Officer who then forwards it to the Chief.
7. Affirmative Action Officer Responsibilities.
 - a. Notify Chief within three days of receiving a complaint.
 - b. Maintain confidentiality.
 - c. Maintain chronological log of dates and monthly statistics.
8. Chief's Responsibilities.
 - a. Reports statistics to Police Commission quarterly.
 - b. Within five days of notification of complaint to

notify EEO Unit of Civil
Service.

H. Update.

1. Recruitment and retention goals have been met and on-going recruitment continues.
2. Promotions to permanent rank of Lieutenant and Captain have not occurred due to delays in the promotional process.
 - a. Temporary appointments to rank of Lieutenant have taken into consideration the Affirmation Actions Rules. There are 25% women and 33% minorities.
3. Current make up of the Department.
 1. Department-wide: 12% women and 32% minorities.
 - a. Q-80 Captain rank has 0% women and 11.5% minorities.
 - b. Q-60 Lieutenant (permanent) has 0% women and 8.8% minorities.
 - c. Q-50 Sergeant has 5.2% women and 22% minorities.
 - d. 0380 Inspector has 7.6% women and 18.5% minorities.
 - e. Q-35 Assistant Inspector has 13% women and 11% minorities.
 - f. Q-2 Police Officer has 14% women and 33% minorities.
 4. Established the San Francisco Police Department's EEO Unit in 1989.
 5. Established D-17 Sexual Harrassment and/or Discrimination Order.
 6. All officers have been initially trained in the sexual harrassment and/or discrimination policy and update training is on-going.
 7. Civil Service's EEO Unit provides City-wide EEO/Sexual Harrassment/ADA Training.

IV. Civilian Employees

A. Analysis of Current Work Force

1. Tables showing Civilian Employees by Status, Occupational Group and utilization are attached.

B. Analysis of Labor Pool

1. General Observations

There were 559 civilian employees in the Department on June 30, 1991; they gained employment by one of two pathways: selection from Civil Service lists or selection by the appointing officer with oral authorization by Civil Service.

2. Specific Areas of Underutilization

- a. Professionals: There are 48 employees in this category. Females and blacks are slightly underrepresented.
- b. Technicians: There are 32 employees in this category, 27 of whom are in the three-tiered 8249-50-51 (Fingerprint Technician I, II and III) classes. Hispanics and women are slightly underrepresented.
- c. Protective Service Workers: There are 192 employees in this category of which 89 are in the 8201 (School Crossing Guard). Women and Asians are underrepresented.
- d. Paraprofessionals: There are 89 employees in this category. Asians, Filipinos and females are underrepresented.
- e. Office and Clerical Workers: There are 271 employees in 21 separate Civil Service classes. Asians, Hispanics and males are underrepresented.

C. Goals and Time Tables

1. Long range. The goal of the Affirmative Action Plan, which pertains equally to sworn and civilian employees, is the recruitment, appointment and promotion of qualified minorities and women in sufficient numbers so that the composition of the Department's work force accurately reflects the gender

and ethnic composition of the San Francisco labor force.

The specific goals relate to the underutilization of women and minorities, as measured by the 1980 U.S. Census.

The specific goals may be affected by a hiring freeze imposed due to budgetary considerations.

2. Intermediate Targets

a. General Observations

The ability of the Department to meet its goal of becoming an employer whose labor force accurately reflects the composition of the San Francisco labor force is partially dependent on the turnover rate of its labor force. The turnover rate itself is not constant; it fluctuates from between 5 and 10%, depending on economic conditions. For the 2 years beginning January 1, 1991, the Department predicts a 5% turnover rate in its permanent civilian work force. The intermediate targets for reducing underutilization are listed below in the order presented in section IV.B. above.

b. Specific Targets

- (1) Professionals: In order to bring underutilized groups to parity, the Department needs to hire three Afro-Americans and one women. Five percent turnover of the remaining 48 permanent professionals equals two positions. The Department accepts as a target, hiring two from underutilized groups in the two years beginning 07/01/91 utilizing existing Civil Service lists and the Rule of Three in its selection process, or where no list exists, applying for oral authorization to hire temporary employees, and using its Affirmative Action Policy as a guide in its selection process.
- (2) Technicians: In order to bring underutilized groups to parity, the Department needs to hire three

Hispanics. Classes 8249-50-51 (Fingerprint Technician I, II and III) comprise 84% of the technicians in the Department. Five percent vacancies in all classes would equal one position. The Department accepts as a goal hiring one additional Hispanic, for the two years beginning July 1, 1991 utilizing Civil Service lists and the Rule of Three in its selection process, or when no list exists, applying oral authorization to hire temporary employees, and using its Affirmative Action Policy as a guide in its selection process.

- (3) Protective Service Workers: In order to bring underutilized employee groups to parity, the Department needs to hire sixteen women and eight Asians. Class 8201 comprises 49% of the Protective Service Workers. A 5% turnover in the 89 employees in this class would yield four vacancies. The Department accepts as a target hiring two women and two Asian crossing guards in the two years beginning July 1, 1991. Twenty one are in Class 8213 Police Service Aide and Hispanics, Asians and Filipinos are underrepresented. A 5% vacancy would result in one vacancy. The Department accepts as a goal hiring one Asian or one Asian Female. Forty one are in Class 8482 Crime Prevention Worker and women are underrepresented. A 5% vacancy would result in two vacancies and the Department accepts a goal of hiring two Asian and/or females.
- (4) Office and Clerical Workers: In order to bring underutilized groups to parity, the Department needs to hire seven Hispanics and four Asians. The category is composed of 271 employees. Class 1424 has 63 employees with Asians underrepresented. A 5% vacancy would result in three vacancies. The Department accepts a goal of hiring 3 Asians in the year beginning July 1, 1991. Class 1424

has 47 employees. Hispanics and Asians are underrepresented. A 5% turnover rate yields two vacancies. The Department accepts a goal of hiring one Hispanic and one Asian. Of the remaining 161 positions a 5% turnover rate would yield 7 vacancies and the Department accepts hiring 7 Hispanics in the two years beginning 07/01/91. All goals would utilize Civil Service lists, when available, and the Rule of Three in its selection process, or when lists are not available, applying for oral authorization to hire temporary employees and using its Affirmative Action Policy as a guide in the selection process.

- (5) Skilled Craft: There are three males in this group. Women are underrepresented however at 5% there would be no vacancies.

(6) Service/Maintenance:

Women are underrepresented in this category however there are only five employees and a 5% turnover rate would result in no vacancies.

- (7) Elected/Exempt: Women are underrepresented by one in this category according to the utilization statistics of June 30, 1991. However, since this time one woman has been appointed in this category.

D. Action Steps

1. Recruitment
a. Internal

The Department

- (1) Posts copies of all entrance level job announcements on the bulletin boards of all units to which employees have access.

- (2) Post announcements of training courses which provide opportunities for employees to increase their skills and their potential for qualifying for non-promotional, higher classification jobs.

b. External

The Department:

- (1) Sends copies of all job announcements to Community Colleges and vocational and technical schools needed by the Department.
 - (2) Assigned an employee who will work cooperatively with the Equal Employment Opportunities Unit of the Civil Service Commission and assist in the recruitment of employees in underutilized classes.
 - (3) Instructs all members of the Department who address community meetings to inform the meeting of current job openings where applications may be obtained and of the Department's commitment to equal employment opportunities.
 - (4) Assists Civil Service by recommending where media recruitment campaigns would be directed and in what languages.
 - (5) Informs the Equal Employment Opportunities Unit when temporary vacancies occur.
- c. The Assistant Affirmative Action Coordinator is responsible for carrying out the above.

2. Examination

- a. Prior to each Civil Service announcement of examination for positions which are utilized by the Police Department, the Affirmative Action Coordinator will make available to Civil Service the Department's assistance in reviewing the test instrument for job relatedness.

- b. Prior to each Civil Service announcement of examination date, the Assistant Affirmative Action Coordinator will submit to Civil Service a list of names of members of the Department, which will include women and minorities, whom he recommends for inclusion on oral interview panels.

3. On-going Activities

- a. In all supervisory training courses conducted by the Police Department, participants will be reminded of their responsibility to:
 - (1) Be knowledgeable about the Department's Affirmative Action Plan.
 - (2) Evaluate the performance of probationary and permanent employees without regard to their sex or ethnicity or other factors unrelated to job performance, on a regularly scheduled basis.
 - (3) Encourage employees to take promotional examinations and to refer them to community and Department resources which help them upgrade their skills in order to compete for promotive appointments.
 - (4) Recommend to the appointing officer the names of employees who would benefit from temporary promotive appointments.
 - (5) Recommend work assignments in which additional training would assist employees in gaining promotive appointments.
 - (6) Review job and skills assignments to ensure that discrimination on the basis of sex, ethnicity or other factors unrelated to job performance is not present.
- b. The Department Training Manager is responsible for ensuring that the above training is provided.

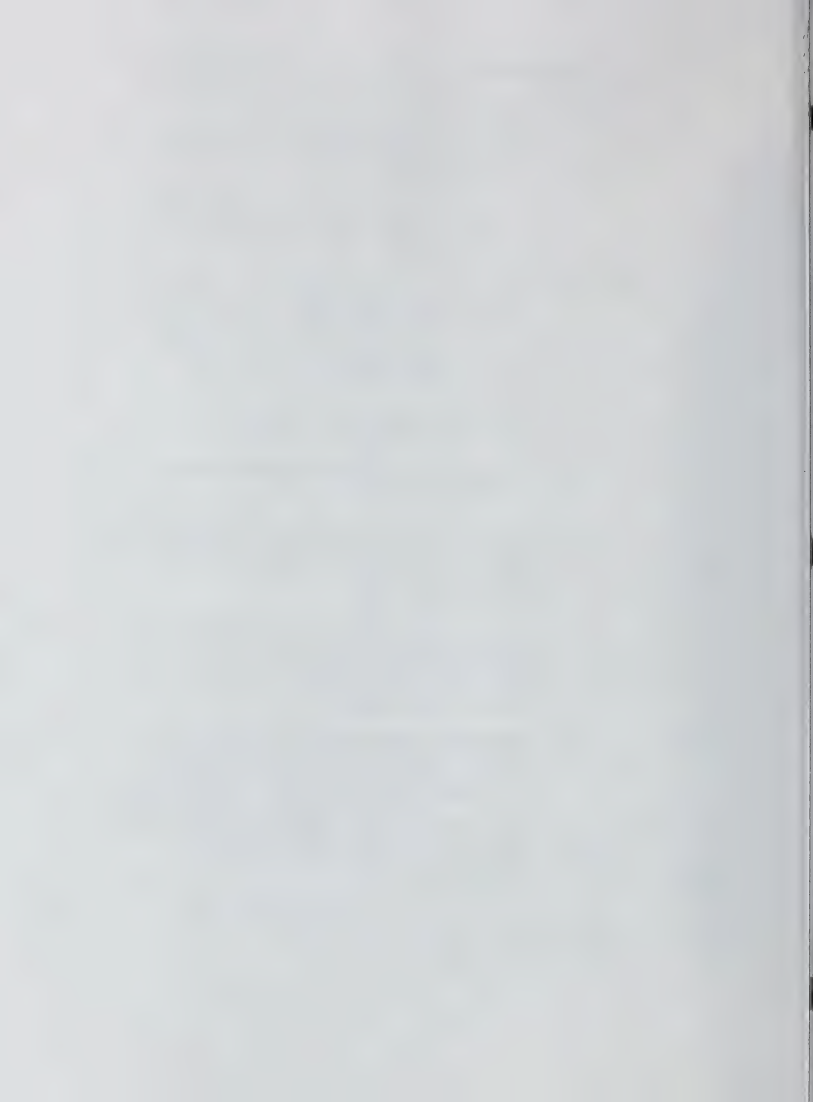
4. Promotions:

The Assistant Affirmative Action Coordinator:

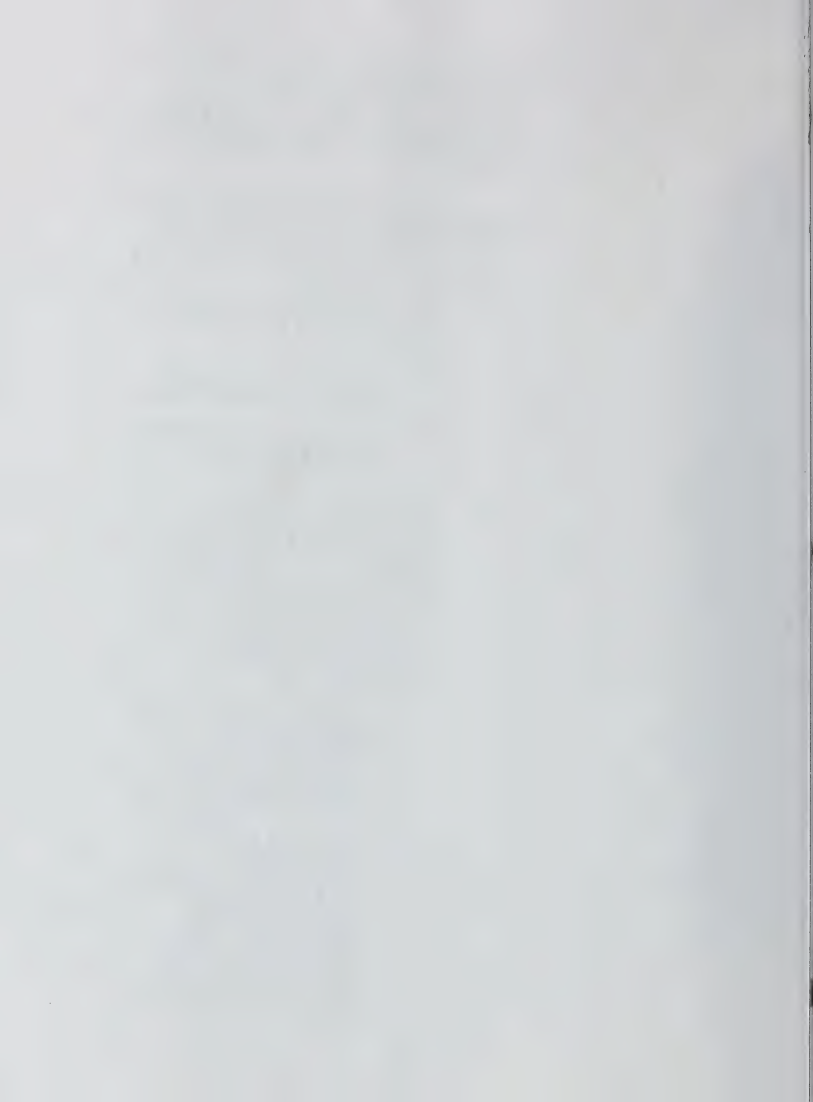
- a. Publicizes promotional opportunities by:
 - (1) Posting announcements on all bulletin boards to which employees have access.
 - (2) Sending copies of all announcements to employee organization for publication in their newspapers and newsletters.
- b. Informs employees of training programs in which they may upgrade their skills and improve their chances of gaining promotive appointments, and encourage them to participate in any of the following or comparable programs:
 - (1) Civil Service and Community College-sponsored courses.
 - (2) Employee Training Reimbursement Program.
- c. Review work assignments and recommend those in which additional training would benefit employees by improving their chances for gaining promotive appointments.
- d. Counsel employees on the advantages of increasing personal skills (e.g., speaking and writing) which will enable them to better compete for jobs in higher classifications.
- e. Establish clear selection and hiring procedures for filling provisional (temporary) openings when there are no eligibles available from Civil Service lists. Follow guidelines distributed by the Civil Service Commission and consult the staff of the Equal Employment Opportunity Unit for technical assistance.

5. Separations and Disciplinary Actions:

- a. The Department:



- (1) Distributes copies of the Civil Service Handbook to all new permanent and temporary civilian employees in order to inform them of termination and layoff procedures, seniority rights and rights of appeal.
- (2) Established a discrimination complaint and grievance procedure for civilian employees and applicants for employment consisting of the following steps:
 - (a) Applicants and Employees: Civil Service Rule 1.03 of Rule 1.
 - (1) Letter to the General Manager within 30 days.
 - (2) EEO Unit to investigate, mediate and/or make recommendation.
 - (b) Applicants: Persons who believe they have been discriminated against by a member of the Department because of sex, ethnicity or other factors unrelated to job performance may file a written complaint with the Affirmative Action Coordinator within 60 calendar days.
 - (1) The Affirmative Action Coordinator will investigate the complaint and make a written report to the Chief of Police.
 - (2) The Chief of Police will, if the investigation warrants, take disciplinary action against civilian employees or initiate a disciplinary Police Commission hearing against sworn employees who have intentionally engaged in



discriminatory
activities as defined by
this Policy.

- (c) The procedure by which civilian employees may file grievances against the Department, pertaining to conditions of employment are enumerated in Sections existing Memoranda of Understanding between various Unions and the City. The Department will facilitate access to the grievance procedure by posting a copy of the Affirmative Action Policy on all bulletin boards, describing the place where complaints may be filed.

- 1 The steps of the MOU process are enumerated on page 16.
2. General Order D-17 see page 17.

E. Review and Audit

The Assistant Affirmative Action Coordinator will:

1. Complete and maintain data on employees by sex, ethnicity classification and status and will complete all required summaries.
2. Report all appointments, promotions, separations and disciplinary actions to Civil Service by sex and ethnicity.
3. Record the bilingual capability of employees and continuously reassess the Department needs for bilingual employees. As a result of the assessments the Department, when appropriate, will request bilingual exempt positions.
4. Maintain a running tally of employees by sex, ethnicity class and status using the EEO-4 Report as a baseline against which to measure utilization changes and to indicate problem and success areas.

5. Complete an annual up-date of the Plan and submit progress reports as required.

V. Dissemination of the Affirmative Action Plan.

- A. The Chief of Police will assure that updated plans are circulated to the employees and the public
- B. The Affirmative Action Coordinator will distribute copies of the Plan to:
 1. The Civil Service and Human Rights Commission.
 2. The Police Commission.
 3. All commanding officers, officers-in-charge and supervising personnel.
- C. The Assistant Affirmative Action Coordinator will:
 1. Post copies of the Department's Affirmative Action Policy on all Department bulletin boards.
 2. Attach to the Policy statement a notice describing the places where copies of the Plan may be inspected.

I. Total Department/Division Composition and Utilization

Use a separate form for department and each division.

If by Division, identify:		Total Department		
By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	1,544 (64.6%)			
Black	291 (12.2%)	9.9%		No
Hispanic	211 (8.9%)	11.2%	-2.3%	Yes (55)
Asian	236 (9.9%)	15.3%	-5.4%	Yes (129)
Filipino	114 (4.1%)	5.4%	-1.3%	Yes (31)
Amer Indian	8 (.33%)	0.4%	-.07%	Yes (1.7)
By Gender				
Male	1,833 (76.7%)			
Female	556 (23.3%)	45.2%	-21.9%	Yes (523)
Total	2,389			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A.- Officials & Administrators

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>2 (66%)</u>			
<u>Black</u>	<u>1 (33%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>0 (0%)</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>No</u>
<u>Asian</u>	<u>0 (0%)</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>No</u>
<u>Filipino</u>	<u>0 (0%)</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>.4%</u>	<u>-.4%</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>1 (33%)</u>			
<u>Female</u>	<u>2 (66.6%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>3</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1248 -Assistant Division Manager Personnel (1)

8128 -Director, Office of Citizen Complaints (1)

8488 -Director, Crime Prevention Program (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B. Professionals

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>28 (58.3%)</u>			
<u>Black</u>	<u>1 (2.0%)</u>	<u>9.9%</u>	<u>-7.9%</u>	<u>Yes (3.8)</u>
<u>Hispanic</u>	<u>6 (12.5%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>8 (16.7%)</u>	<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>5 (10.4%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>.4%</u>	<u>-.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>28 (58.3%)</u>			
<u>Female</u>	<u>20 (41.7%)</u>	<u>45.2%</u>	<u>-3.5%</u>	<u>Yes (1.7)</u>
<u>Total</u>	<u>48</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1232 Training Officer (1)</u>	<u>1842 Management Assistant (1)</u>
<u>1240 Assistant Personnel Analyst (2)</u>	<u>1844 Senior Management Assistant (3)</u>
<u>1242 Personnel Analyst (1)</u>	<u>1861 Systems & Proc. Analyst (1)</u>
<u>1244 Sr. Personnel Analyst (1)</u>	<u>2220 Physician (1)</u>
<u>1650 Accountant (1)</u>	<u>5320 Illustrator & Art Designer (1)</u>
<u>1652 Sr. Accountant (3)</u>	<u>8124 Investigator, Off. of Cit. Compl. (6)</u>
<u>1654 Principal Accountant (1)</u>	<u>8126 Sr. Invest., Off. of Cit. Compl. (2)</u>
<u>1802 Research Assistant (1)</u>	<u>8127 Chief Invest., Off. of Cit. Compl. (1)</u>
<u>1804 Statistician (1)</u>	<u>8260 Criminalist (8)</u>
<u>1823 Sr. Admin. Analyst (3)</u>	<u>8262 Sr. Criminalist (2)</u>
	<u>8486 Asst. Dir. Crime Prev. Program (1)</u>

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C Technicians

If by division, identify: _____

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>8 (44.4%)</u>			
<u>Black</u>	<u>5 (15.6%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>1 (3.1%)</u>	<u>11.2%</u>	<u>-8.1%</u>	<u>Yes (2.6)</u>
<u>Asian</u>	<u>9 (28.1%)</u>	<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>9 (28.1%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>.4%</u>	<u>-0.4%</u>	<u>No (.13)</u>

By Gender

<u>Male</u>	<u>18 (56.3%)</u>			
<u>Female</u>	<u>14 (43.7%)</u>	<u>45.2%</u>	<u>-1.5%</u>	<u>No</u>
<u>Total</u>	<u>32</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

1760 Offset Machine Operator (2)

1762 Sr. Offset Machine Operator (1)

1784 Typewriter Repairer (1)

8249 Fingerprint Technician (I) (2)

8250 Fingerprint Technician (II) (19)

8251 Fingerprint Technician (III) (6)

8264 Forensic Document Examiner (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: D. Protective Services

If by division, identify:

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>81 (42.2%)</u>			
<u>Black</u>	<u>57 (29.7%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>22 (11.5%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>21 (10.9%)</u>	<u>15.3%</u>	<u>-4.4%</u>	<u>Yes (8.4)</u>
<u>Filipino</u>	<u>10 (5.2%)</u>	<u>5.4%</u>	<u>-.2%</u>	<u>No</u>
<u>Amer Indian</u>	<u>1 (.52%)</u>	<u>.4%</u>		<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>121 (63%)</u>			
<u>Female</u>	<u>71 (37%)</u>	<u>45.2%</u>	<u>-8.2%</u>	<u>Yes (15.7)</u>
<u>Total</u>	<u>192</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

- 8201 School Crossing Guard (89) 8482 Crime Prevention Worker (41)
- 8202 Security Guard (9) 8484 Supervising Crime Prev. Worker (3)
- 8207 Building & Grounds Patrol Of. (11) 9350 Harbor Police Officer (1)
- 8213 Police Services Aide (21)
- 8222 Housing Authority Police Officer (14)
- 8223 Housing Authority Police Sergeant (2)
- 8224 Housing Authority Police Lieutenant (1)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: F Office/Clerical

If by division, identify: _____

<u>Bv Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>115 (42.4%)</u>			
<u>Black</u>	<u>60 (22.1%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>22 (8.1%)</u>	<u>11.2%</u>	<u>-3.1%</u>	<u>Yes (8)</u>
<u>Asian</u>	<u>35 (13.9%)</u>	<u>15.3%</u>	<u>-1.4%</u>	<u>Yes (4)</u>
<u>Filipino</u>	<u>38 (14.02%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>1 (.03%)</u>	<u>0.4%</u>	<u>-.3%</u>	<u>No</u>
<u>Bv Gender</u>				
<u>Male</u>	<u>37 (13.6%)</u>			
<u>Female</u>	<u>234 (86.3%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>271</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

<u>1220 Payroll Clerk (7)</u>	<u>1450 Exec. Secretary I (3)</u>
<u>1222 Sr. Payroll & Personnel Clerk (2)</u>	<u>1452 Exec. Secretary II (1)</u>
<u>1224 Principal Payroll & Personnel Clerk (1)</u>	<u>1454 Exec. Secretary III (1)</u>
<u>1408 Principal Clerk (2)</u>	<u>1460 Legal Secretary II (1)</u>
<u>1410 Chief Clerk (1)</u>	<u>1630 Account Clerk (3)</u>
<u>1422 Jr. Clerk Typist (1)</u>	<u>1803 Police Statistical Clerk (1)</u>
<u>1424 Clerk Typist (63)</u>	<u>1934 Storekeeper (4)</u>
<u>1426 Sr. Clerk Typist (47)</u>	<u>1936 Sr. Storekeeper (1)</u>
<u>1442 Jr. Clerk-Stenographer (1)</u>	<u>8238 Police Communications Dispatcher</u>
<u>1444 Secretary I (5)</u>	<u>8239 Sr. Police Comm. Dispat., (9)</u>
<u>1446 Secretary II (14)</u>	

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: G Skilled Craft

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
<u>White</u>	<u>1</u>				
<u>Black</u>	<u>1 (33%)</u>		<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>No</u>
<u>Asian</u>	<u>1 (33%)</u>		<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>-5.4 %</u>	<u>No</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4 %</u>	<u>No</u>
<u>By Gender</u>					
<u>Male</u>	<u>3</u>				
<u>Female</u>	<u>0</u>		<u>45.2%</u>	<u>-45.2%</u>	<u>No (1)</u>
<u>Total</u>	<u>3</u>				

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off, is "1" or greater.

Identify the largest classes in this category and number of positions in each:

7410 Automotive Service Worker (9)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: H Service/Maintenance

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91		Availability	Variance (- only)	AA Goal? Yes/No
	Number	Percent			
<u>White</u>	<u>5</u>				
<u>Black</u>	<u>0</u>		<u>9.9%</u>	<u>-9.9%</u>	<u>No</u>
<u>Hispanic</u>	<u>0</u>		<u>11.2%</u>	<u>-11.2%</u>	<u>No</u>
<u>Asian</u>	<u>0</u>		<u>15.3%</u>	<u>-15.3%</u>	<u>No</u>
<u>Filipino</u>	<u>0</u>		<u>5.4%</u>	<u>-5.4%</u>	<u>No</u>
<u>Amer Indian</u>	<u>0</u>		<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>4</u>				
<u>Female</u>	<u>1 (20%)</u>		<u>45.2%</u>	<u>-25.2%</u>	<u>No (1)</u>

Total 5

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

3310 Stable Attendant (5)

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: X Elected/Exempt

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	2			No
Black	1 (20%)	9.9%		No
Hispanic	1 (20%)	11.2%		No
Asian	1 (20%)	15.3%		No
Filipino	0	5.4%	-5.4%	No
Amer Indian	0	0.4%	-0.4%	No
By Gender				
Male	4			
Female	1 (20%)	45.2%	-25.2%	No (1)
Total	5			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

0510 Police Commission (5)

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8201 School Crossing Guard

If by division, identify: "D"

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>45 (50.6%)</u>			
<u>Black</u>	<u>22 (24.7%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>11 (12.4%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>8 (9%)</u>	<u>15.3%</u>	<u>-6.32%</u>	<u>Yes (5.6)</u>
<u>Filipino</u>	<u>2 (2.24%)</u>	<u>5.4%</u>	<u>-3.16%</u>	<u>Yes (2.8)</u>
<u>Amer Indian</u>	<u>1 (1.12%)</u>	<u>.4%</u>		<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>50 (56.17%)</u>			
<u>Female</u>	<u>39 (43.82%)</u>	<u>45.2%</u>	<u>-1.38%</u>	<u>Yes (1.2)</u>
<u>Total</u>	<u>89</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8213 Police Services Aide

If by division, identify: "D"

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>18 (85.7%)</u>			
<u>Black</u>	<u>3 (14.3%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>0 (0%)</u>	<u>11.2%</u>	<u>-11.2%</u>	<u>Yes (2.4)</u>
<u>Asian</u>	<u>0 (0%)</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>Yes (3.2)</u>
<u>Filipino</u>	<u>0 (0%)</u>	<u>5.4%</u>	<u>-5.4%</u>	<u>Yes (1.1)</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>.4%</u>	<u>-.4%</u>	<u>No (.08)</u>

By Gender

<u>Male</u>	<u>11 (52.4%)</u>			
<u>Female</u>	<u>10 (47.6%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>21</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 8432 Crime Prevention Worker

If by division, identify: "D"

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>6 (14.6%)</u>			
<u>Black</u>	<u>20 (48.8%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>5 (12.2%)</u>	<u>11.2%</u>		<u>No</u>
<u>Asian</u>	<u>8 (26.8%)</u>	<u>15.3%</u>		<u>No</u>
<u>Filipino</u>	<u>2 (4.9%)</u>	<u>5.4%</u>	<u>- .5%</u>	<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>.4%</u>	<u>-0.4%</u>	<u>No (3.5)</u>
 <u>By Gender</u>				
<u>Male</u>	<u>26 (63.4%)</u>			
<u>Female</u>	<u>15 (36.6%)</u>	<u>45.2%</u>	<u>-8.6%</u>	<u>Yes (3.5)</u>
<u>Total</u>	<u>41</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1424 Clerk Typist

If by division, identify: F

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	16 (25%)			
Black	18 (28%)	9.9%		No
Hispanic	10 (16%)	11.2%		No
Asian	7 (11%)	15.3%	-4.3%	Yes (3)
Filipino	11 (17%)	5.4%		No
Amer Indian	1 (1.5%)	0.4%		No

By Gender

Male	4 (6%)			
Female	59 (94%)	45.2%		No

Total	63			
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Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1426 Sr. Clerk Typist

If by division, identify: F

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>13 (28%)</u>			
<u>Black</u>	<u>11 (23%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>3 (6%)</u>	<u>11.2%</u>	<u>-5.2%</u>	<u>Yes (2.5)</u>
<u>Asian</u>	<u>5 (11%)</u>	<u>15.3%</u>	<u>-4.3%</u>	<u>Yes (2.2)</u>
<u>Filipino</u>	<u>15 (31%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>13 (6%)</u>			
<u>Female</u>	<u>44 (94%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>47</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A Officials & Administration (sworn)

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	5			No (.69)
Black	0	9.9%	-9.9%	No (.78)
Hispanic	1 (14%)	11.2%		Yes (1)
Asian	0	15.3%	-15.3%	No (.37)
Filipino	1 (14%)	5.4%		No
Amer Indian	0	0.4%	-0.4%	

By Gender

Male	7			Yes (3)
Female	0	45.2%	-45.2%	

Total

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

0390 Chief of Police

0400 Deputy Chief

0488 Commander

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 1426 Sr. Clerk Typist

If by division, identify: F

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>13 (28%)</u>			
<u>Black</u>	<u>11 (23%)</u>	<u>9.9%</u>		<u>No</u>
<u>Hispanic</u>	<u>3 (6%)</u>	<u>11.2%</u>	<u>-5.2%</u>	<u>Yes (2.5)</u>
<u>Asian</u>	<u>5 (11%)</u>	<u>15.3%</u>	<u>-4.3%</u>	<u>Yes (2.2)</u>
<u>Filipino</u>	<u>15 (31%)</u>	<u>5.4%</u>		<u>No</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>3 (6%)</u>			
<u>Female</u>	<u>44 (94%)</u>	<u>45.2%</u>		<u>No</u>
<u>Total</u>	<u>47</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: A Officials & Administration (sworn)

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	5			
Black	0	9.9%	-9.9%	^{1.69} No (.69)
Hispanic	1 (14%)	11.2%		No (.78)
Asian	0	15.3%	-15.3%	Yes (1)
Filipino	1 (14%)	5.4%		No (.37)
Amer Indian	0	0.4%	-0.4%	No

By Gender

Male	7			
Female	0	45.2%	-45.2%	Yes (3)
Total	7			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

0390 Chief of Police

0400 Deputy Chief

0488 Commander

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: B Professionals (sworn)

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	79			
Black	3 (3.3%)	9.9%	-6.6	Yes (5.9)
Hispanic	5 (5.6%)	11.2%	-5.6%	Yes (5)
Asian	1 (1.1%)	15.3%	-14.2%	Yes (13)
Filipino	2 (2.2%)	5.4%	-3.2%	No (.028) yes
Amer Indian	0	0.4%	-.41%	No (.36)

By Gender

Male	88			
Female	2 (.22%)	45.2%	-43%	Yes (39)
Total	90			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

Q-60 Lieutenant

Q-63 Criminalist

Q-80 Captain

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: C Technicians (sworn)

If by division, identify: _____

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
White	283 (83.5)			
Black	27 (7.9%)	9.9%	-2%	Yes (6)
Hispanic	21 (6.2%)	11.2%	-5.1%	Yes (16)
Asian	5 (1.5%)	15.3%	-13.9%	Yes (47)
Filipino	3 (0.9%)	5.4%	-4.5%	Yes (15)
Amer Indian	0	0.4%	-0.4%	Yes (1)
By Gender				
Male	327 (96.5)			
Female	12 (3.5%)	42.2% (.03)	-41.7%	Yes (141)
Total	339			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

0380 Inspector

Q-50 Sergeant

II. Composition and Utilization by Occupational Category

Use a separate form for each category, or category within a division.

Category: D Protective Services (sworn)

If by division, identify:

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>936 (67.1)</u>			
<u>Black</u>	<u>135 (9.7%)</u>	<u>9.9%</u>	<u>-.2%</u>	<u>Yes (3)</u>
<u>Hispanic</u>	<u>131 (9.4%)</u>	<u>11.2%</u>	<u>-1.8%</u>	<u>Yes (25)</u>
<u>Asian</u>	<u>155 (11%)</u>	<u>15.3%</u>	<u>-4.3%</u>	<u>Yes (60)</u>
<u>Filipino</u>	<u>32 (2.3%)</u>	<u>5.4%</u>	<u>-3.1%</u>	<u>No (43) yes</u>
<u>Amer Indian</u>	<u>6 (.04%)</u>	<u>0.4%</u>	<u>-.4%</u>	<u>No (6)</u>

By Gender

<u>Male</u>	<u>1196 (85.7)</u>			
<u>Female</u>	<u>199 (14%)</u>	<u>45.2%</u>	<u>-31.2%</u>	<u>Yes (435)</u>
<u>Total</u>	<u>1395</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Identify the largest classes in this category and number of positions in each:

Q-2 Police Officer

Q-20 Police Woman

III: Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: Q-60 Lieutenant

If by division, identify: B

By Race/Ethnicity	As of 6/30/91 Number Percent	Availability	Variance (- only)	AA Goal? Yes/No
<u>White</u>	<u>61 (88.4%)</u>			
<u>Black</u>	<u>3 (4.3%)</u>	<u>9.9%</u>	<u>-5.6%</u>	<u>Yes (4)</u>
<u>Hispanic</u>	<u>4 (5.8%)</u>	<u>11.2%</u>	<u>-5.4%</u>	<u>Yes (4)</u>
<u>Asian</u>	<u>0 (0%)</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>Yes (10)</u>
<u>Filipino</u>	<u>1 (1%)</u>	<u>5.4%</u>	<u>-4.4%</u>	<u>Yes (3)</u>
<u>Amer Indian</u>	<u>0 (0%)</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>

By Gender

<u>Male</u>	<u>67 (97.1%)</u>			
<u>Female</u>	<u>2 (2.9%)</u>	<u>45.2%</u>	<u>-42.3%</u>	<u>Yes (29)</u>
<u>Total</u>	<u>69</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: Q-80 Captain

If by division, identify: B

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>18</u>			
<u>Black</u>	<u>0</u>	<u>9.9%</u>	<u>-9.9%</u>	<u>Yes (1)</u>
<u>Hispanic</u>	<u>1 (5%)</u>	<u>11.2%</u>	<u>-6.2%</u>	<u>Yes (1)</u>
<u>Asian</u>	<u>0</u>	<u>15.3%</u>	<u>-15.3%</u>	<u>Yes (3)</u>
<u>Filipino</u>	<u>1 (5%)</u>	<u>5.4%</u>	<u>-0.4%</u>	<u>No</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>20</u>			
<u>Female</u>	<u>0</u>	<u>45.2%</u>	<u>-45.2%</u>	<u>Yes (9)</u>
<u>Total</u>	<u>20</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: 0380 Inspector

If by division, identify: C

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>151</u>			
<u>Black</u>	<u>13 (7.3%)</u>	<u>9.9%</u>	<u>-2.6%</u>	<u>Yes (5)</u>
<u>Hispanic</u>	<u>10 (5%)</u>	<u>11.2%</u>	<u>-6.2%</u>	<u>Yes (11)</u>
<u>Asian</u>	<u>3 (1.6%)</u>	<u>15.3%</u>	<u>-13.7%</u>	<u>Yes (24)</u>
<u>Filipino</u>	<u>2 (1.1%)</u>	<u>5.4%</u>	<u>-4.3%</u>	<u>Yes (8)</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>Yes (1)</u>
<u>By Gender</u>				
<u>Male</u>	<u>174</u>			
<u>Female</u>	<u>5 (2.7%)</u>	<u>45.2%</u>	<u>-42.5%</u>	<u>Yes (76)</u>
<u>Total</u>	<u>179</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

III. Composition and Utilization by Classification

Use a separate form for each classification with 20 or more employments.

Classification: Q-50 Sergeant

If by division, identify: C

<u>By Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>132</u>			
<u>Black</u>	<u>14 (8.7%)</u>	<u>9.9%</u>	<u>-1.2%</u>	<u>Yes (1)</u>
<u>Hispanic</u>	<u>11 (6.8%)</u>	<u>11.2%</u>	<u>-4.4%</u>	<u>Yes (7)</u>
<u>Asian</u>	<u>2 (1%)</u>	<u>15.3%</u>	<u>-14.3%</u>	<u>Yes (22)</u>
<u>Filipino</u>	<u>1 (.06%)</u>	<u>5.4%</u>	<u>-4.4%</u>	<u>Yes (7)</u>
<u>Amer Indian</u>	<u>0</u>	<u>0.4%</u>	<u>-0.4%</u>	<u>No</u>
<u>By Gender</u>				
<u>Male</u>	<u>153</u>			
<u>Female</u>	<u>7 (4%)</u>	<u>45.2%</u>	<u>-41.2%</u>	<u>Yes (65)</u>
<u>Total</u>	<u>160</u>			

Affirmative action goals are needed if a) total number of employments is greater than 20 or occupational category is "A" Officials and Administrators; and b) variance multiplied by total, when rounded off is "1" or greater.

Composition and Utilization by Classification

a separate form for each classification with 20 or more employments.

Classification: Q-2 Police Officer

by division, identify: D

<u>Race/Ethnicity</u>	<u>As of 6/30/91</u> <u>Number</u> <u>Percent</u>	<u>Availability</u>	<u>Variance</u> <u>(- only)</u>	<u>AA Goal?</u> <u>Yes/No</u>
<u>White</u>	<u>933</u>			
<u>Black</u>	<u>135 (9.7%)</u>	<u>9.9%</u>	<u>- .2%</u>	<u>Yes (2)</u>
<u>Hispanic</u>	<u>130 (9.3%)</u>	<u>11.2%</u>	<u>-1.9%</u>	<u>Yes (26)</u>
<u>Asian</u>	<u>155 (11.1%)</u>	<u>15.3%</u>	<u>-4.2%</u>	<u>Yes (58)</u>
<u>Filipino</u>	<u>32 (2.3%)</u>	<u>5.4%</u>	<u>-3.1%</u>	<u>Yes (43)</u>
<u>Amer Indian</u>	<u>6 (.04%)</u>	<u>0.4%</u>		<u>No</u>
<u>Gender</u>				
<u>Male</u>	<u>1196</u>			
<u>Female</u>	<u>195 (14%)</u>	<u>45.2%</u>	<u>-31.2%</u>	<u>Yes (43)</u>
<u>Total</u>	<u>1391</u>			

Formative action goals are needed if a) total number of employments is
greater than 20 or occupational category is "A" Officials and
Administrators; and b) variance multiplied by total, when rounded off is "1"
or greater.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: C Technicians

If by division, identify: _____

Anticipated Vacancies: Number and description.

8250 Fingerprint Technician II 5 vacancies Identification Bureau

Identify, process and file fingerprints

for P.D., FBI, CII, etc.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic 1 (3.1%)</u>	<u>1</u>	<u>2</u>	<u>6%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: D Protective Services

If by division, identify: _____

Anticipated Vacancies: Number and description.

8213 Police Service Aide 3 vacancies Station duty

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>			<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Asian	21	(10.9%)	2	23	11.9%
Female	71	(37%)	1	72	37.5%
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

II. Affirmative Action Goals by Occupational Category

Use a separate form for each category.

Must be completed for each category which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Category: F Office/Clerical

If by division, identify: _____

Anticipated Vacancies: Number and description.

1220 Payroll Clerk	2 vacancies	Police Department Payrolls
Principal Payroll		
1224 & Personnel Clerk	2 vacancies	Manage Personnel & Payroll Departments
8238 Police Dispatcher	9 vacancies	911, Emergency Operators
1446 Secretary II	2 vacancies	Secretary to Deputy Chief Lau and
		Secretary for Police Commission Office-
		(Confidential in nature)

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Hispanic 22 (8.1%)	9	31	11.4%
Asian 35 (12.9%)	4	39	14.3%
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8201 School Crossing Guard

If by division, identify: D

Anticipated Vacancies: Number and description.

None anticipated - replaced immediately

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian</u> 8 (9%)	<u>1</u>	<u>9</u>	<u>10%</u>
<u>Filipino</u> 2 (2.24%)	<u>2</u>	<u>4</u>	<u>.04%</u>
<u>Female</u> 39 (43.82%)	<u>8</u>	<u>47</u>	<u>52%</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 8213 Police Services Aide

If by division, identify: D

Anticipated Vacancies: Number and description.

3 vacancies - to be deleted by attrition

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
Hispanic 0	_____	_____	_____
Asian 0	_____	_____	_____
Filipino 0	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 1424 Clerk Typist

If by division, identify: F

Anticipated Vacancies: Number and description.

7 vacancies General office work in Record Room, Warrant Bureau,

Chief's Office and E.E.O.

Affirmative Action Goals for June 30, 1993

<u>Target Group Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Asian 7 (11%)</u>	<u>4</u>	<u>11</u>	<u>17%</u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

Goals may include accomplishments made since 7/1/91.

III. Affirmative Action Goals by Classification

Use a separate form for each classification.

Must be completed for each classification which has 20 or more employees and at least one variance identified in the Utilization Analysis.

Classification: 142b Sr. Clerk Typist

If by division, identify: F

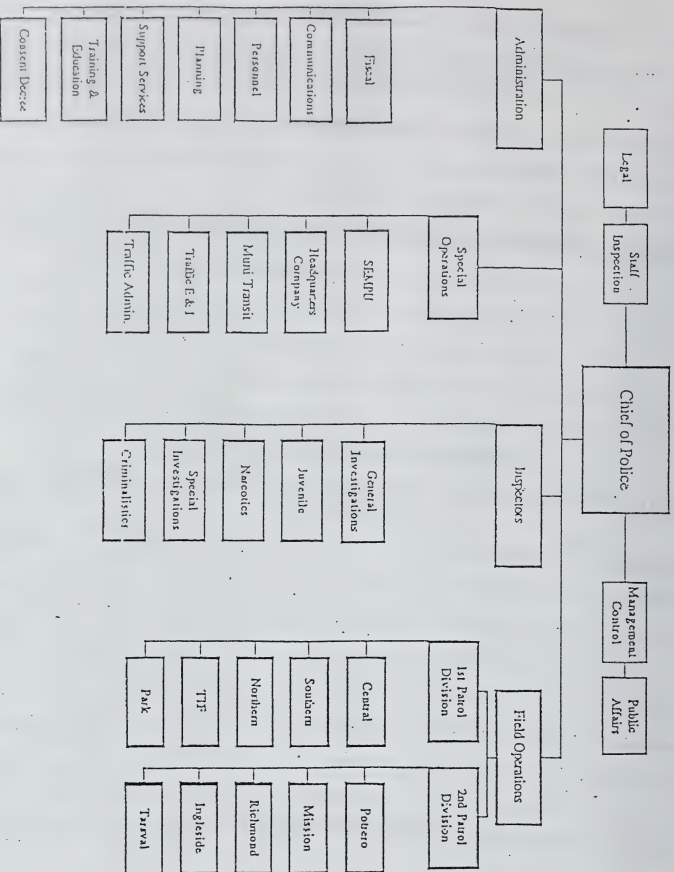
Anticipated Vacancies: Number and description.

4 vacancies First-line supervisory positions in Records - general office work.

Affirmative Action Goals for June 30, 1993

<u>Target Group</u>	<u>Underutilized</u>	<u>New Hires/ Promotions</u>	<u>Total</u>	<u>Percent</u>
<u>Hispanic</u>	<u>3 (6%)</u>	<u>1</u>	<u>4</u>	<u>8%</u>
<u>Asian</u>	<u>5 (11%)</u>	<u>1</u>	<u>6</u>	<u>12%</u>

Goals may include accomplishments made since 7/1/91.



SAN FRANCISCO POLICE DEPARTMENT

DEPARTMENT GENERAL ORDER
CONTROL CODE (89-02)
W/07040

ORDER NO. D-17
01/22/88
Rev. 04/04/88
Rev. 01/26/89

Index as: Discrimination and/or Harassment
Sexual Harassment

DISCRIMINATION AND/OR HARASSMENT

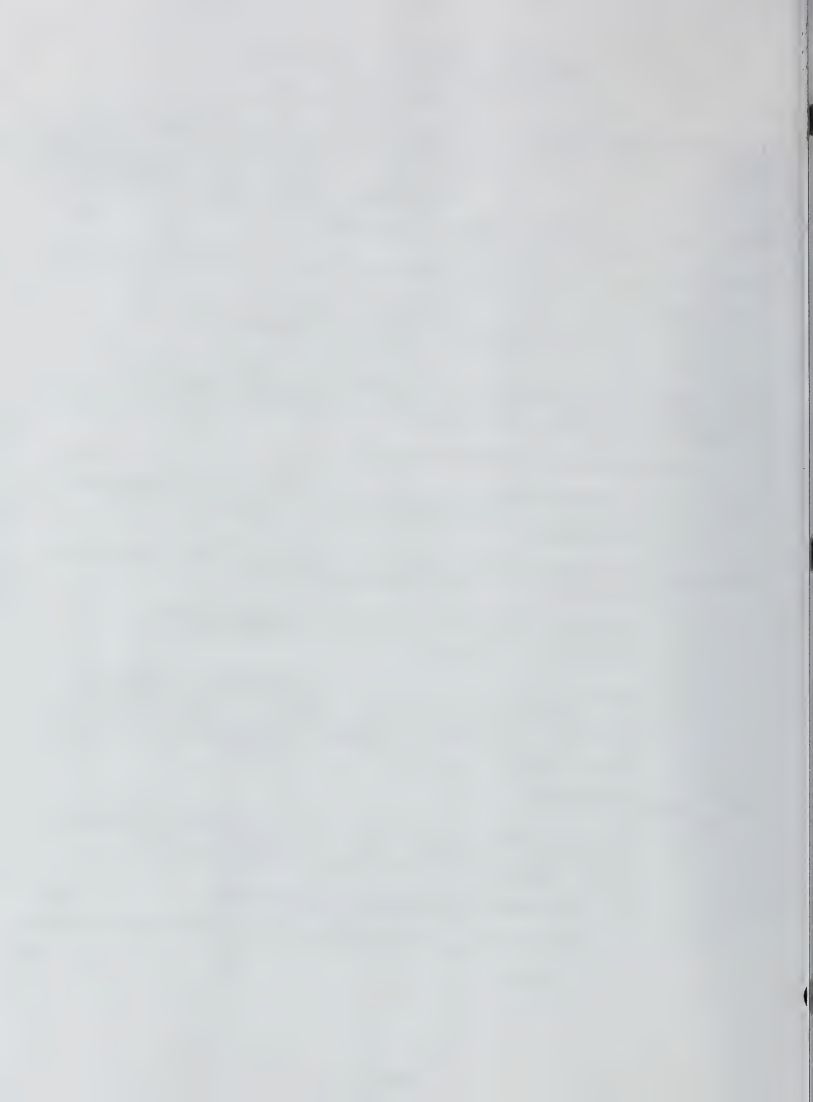
This order establishes policy, rules and procedures regarding discrimination and/or sexual harassment, as addressed by provisions of federal, state and local laws.

I. DISCRIMINATION AND/OR HARASSMENT

- A. It is the policy of the San Francisco Police Department to prevent discrimination and/or harassment in the department.
- B. All members have a right to a work atmosphere free from discrimination and/or harassment.
- C. Discrimination and/or harassment foments unrest, undermines morale; destroys professionalism and discredits the department.
- D. Professionalism requires that department members treat one another with respect and dignity. Therefore, all allegations of discrimination and/or harassment within the department will be promptly investigated and resolved as quickly as possible.

II. EQUAL OPPORTUNITY

- A. It is the policy of the San Francisco Police Department to provide all members equal opportunity. Such opportunity shall include, but is not limited to:
 - 1. Placement in permanent assignments
 - 2. Appointment to specialized units/details/task forces
 - 3. Transfer



4. Assignments within units, details, task forces, stations
5. Extended work week
6. Overtime
7. Leaves of Absence
8. Recommendation for awards (Commission, Department, Civilian)
9. Equal access to department facilities, resources, equipment and training

III. EDUCATION AND TRAINING

- A. The San Francisco Police Department recognizes its responsibility to provide continuing education and training to all members in this area of discrimination and/or harassment.
- B. The department is therefore committed to this responsibility and shall pursue an aggressive educational and training program for all members to ensure that no member shall be discriminated against, harassed, or in any way denied fair and equal treatment.
- C. To further prevent harassment and discrimination in the department, and to promote and provide the abovementioned education and training, the department shall institute an Equal Employment Unit (EE Unit). The duties and responsibilities shall include but are not limited to:
 1. Training in the prevention of discrimination and/or harassment for all department personnel
 2. Continuing development of the Equal Employment Program
 3. Informal inquiry and assistance, consultation, counseling, referrals and mediation with all members (including supervisory and command officers) regarding equal employment matters
 4. Formal investigation of cases of suspected discrimination and/or harassment

IV. DISCIPLINARY MEASURES

- A. Rules concerning discrimination and/or harassment have

been in existence by the way of federal, state and local law, as well as Department General Order (see Section V., A.). However, the fact that attitudes toward and/or incidents of discrimination and/or harassment continue to occur, indicates that there have not been adequate disciplinary measures taken to create the proper deterrent. Therefore, strict compliance will be required of all members.

- B. The Chief of Police will not tolerate violation(s) of this policy. Any such violation will subject offending members to disciplinary action which may include suspension by the Chief or termination by the Police Commission.

V. LEGAL FRAMEWORK

- A. Discrimination and/or Harassment based on any non-merit factor (see Section VI., A., 1., a-j) is prohibited by law. Title VII, Civil Rights Act of 1964, 42 U.S.C. Sections 2000e, et seq.; California Fair Employment and Housing Act, Gov. Code Section 12490; San Francisco Sexual Harassment Ordinance; San Francisco Administrative Code Sections 16.9-25; San Francisco Discrimination Ordinance, San Francisco Police Code, Part II, Chapter VIII, Art. 33; San Francisco Aids Discrimination Ordinance, San Francisco Police Code, Part II, Chapter VIII, Article 38; Affirmative Action Plan and Policy for Equal Opportunity, Civil Service Rules Section 1.03.

VI. DEFINITIONS

A. DISCRIMINATION

1. Discrimination is defined as unlawful behavior which gives preferential treatment to one group of people, or one person, over another on the basis of:
 - a. Race/Color
 - b. National Origin/Ethnicity
 - c. Sex
 - (i) Male and Female
 - (ii) Pregnancy, childbirth or related medical condition
 - d. Sexual Orientation
 - e. Religion

- f. Age
- g. Physical Handicap or Medical Condition
- h. Marital Status
- i. Political Affiliations or Beliefs
- j. Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV Infection) or any medical signs or symptoms related thereto

B. PROHIBITED DISCRIMINATORY AND/OR HARASSING CONDUCT

- 1. Harassment is a form of discrimination and is defined as undue pressure which is imposed upon members because of their sex, or because of any of the other categories listed in Section VI., A., 1., a-j.
- 2. The harassment may be sexually motivated or connected. This type of harassment - sexual harassment - may be in the form of unwelcomed
 - a. sexual advances
 - b. requests for sexual favors
 - c. verbal, visual display or physical conduct of a sexual nature
 - d. conduct or behavior done because of a person's sex
- 3. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- 4. Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual.
- 5. Such conduct, either explicitly or by innuendo or implication, has the purpose or effect of interfering with an individual's work performance or creates an intimidating, hostile, embarrassing or offensive working environment.

VII. TYPES OF DISCRIMINATION

- A. Specific Intent: Overt treatment of a discriminatory nature. An example is the refusal to hire someone because of any non-merit factor listed in Section VI., A., 1., a-j.
- B. Different Treatment: Also referred to as "disparate treatment" or "unequal treatment." Persons are treated differently by an employer or potential employer because of any non-merit factor listed in Section VI., A., 1., a-j. The employer's intentions may be deliberate or inadvertent. It is actual treatment, not the employer's motive, which is relevant. Intent may be shown through circumstantial evidence. It doesn't matter whether the treatment is better or worse, or whether it is fair or unfair, only that it is different for one individual or group than for another.

VIII. UNLAWFUL PRACTICES

A. GENERAL

- 1. Discrimination against and harassment of any member or applicant based on any non-merit factor listed in Section VI., A., 1., a-j. are prohibited and will not be tolerated. It is prohibited to discriminate and/or harass a person in any (including but not limited to) of the following areas:
 - a. Recruitment
 - b. Examination
 - c. Appointment
 - d. Training
 - e. Retention
 - f. Promotion
 - g. Discipline
 - h. Layoffs/Terminations
 - i. Officer Safety
 - j. Equal facilities and equipment
 - k. Any other aspect of personnel administration

B. SPECIFIC MEMBER CONDUCT

1. Hostile Work Environment

- a. Hostile work environment can be created by supervisory personnel, co-workers or non-members and can give rise to liability even if the harassment does not involve sexual activity or language, if it is sufficiently patterned or pervasive and directed at a member because of his or her sex or because of any non-merit factor listed in Section VI., A., 1., a-j.
- b. Member is subjected to verbal, physical or graphic displays of a sexual oriented nature.
- c. Psychological and emotional work environment of the member is adversely affected.
- d. Examples:
 - i. Verbal/Oral: Comments, epithets, slurs, jokes, innuendo and any other such verbal/oral behavior.
 - ii. Physical: Assault, impeding or blocking movement, gestures, touching or any physical interference with normal work, movement, or any other such physical behavior.
 - iii. Visual: Posters, letters, poems, graffiti, cartoons, drawings, pictures, or any other such visual behavior.

2. Quid Pro Quo (Equal Exchange) Sexual Harassment

- a. A member in a supervisory position demands sexual favors from a subordinate in exchange for tangible job benefits. This may be explicit or implicit.
- b. Example:
 - i. Requests/Demands for Sexual Favors (Relates primarily to sexual harassment): Threats or insinuations that a lack of same will result in reprisals (e.g., withholding support for appointment, assignments, promotions, transfers, etc.).

C. SPECIFIC SUPERVISORY OFFICERS' CONDUCT

1. Supervisory officers should be aware that the fact that incidents of discrimination and/or harassment continue to occur indicates deficiencies in supervision at all levels.
2. When a violation of this policy is reported, an investigation shall be conducted to determine if there was knowledge, or if there should have been knowledge, on the part of any supervisory officer, and whether any supervisory officer had failed to take immediate and appropriate corrective action.
3. Negligent supervision, tacit approval of harassment or discrimination by "turning a blind eye," laughing and treating a situation as a joke, failure to take action or concealing a situation, will subject the supervisory officer involved to disciplinary action. Excuses to evade responsibility will not be accepted or tolerated if the investigation reveals that the supervisor knew or should have known about the situation.

D. RETALIATION

1. Retaliation is prohibited and also constitutes discrimination and/or harassment. Retaliation may be against any member by another member regardless of rank who:
 - a. Complained of discrimination and/or harassment.
 - b. Testified on behalf of, and/or support of, a person who complained of discrimination and/or harassment.
 - c. Assisted or participated in an investigation concerning a person who complained of discrimination and/or harassment.

E. EXCEPTIONS.

1. It shall not be discriminatory and/or harassing to follow a seniority system as long as that system is a bonafide one and not designed to circumvent or evade this policy.
2. It shall not be discriminatory and/or harassing to select or reject a person based upon a bonafide occupational qualification.

IX. COMPLAINT INITIATION AND PROCEDURE

A. Initiation of Complaints

1. Members who believe they are the victim of, or witness to, any form of discrimination and/or harassment are urged to submit a complaint.
2. Complaints may be submitted orally or in writing.
3. Complaints may include a suggested method of resolution.
4. It is the member's option for either informal (station/unit level) or formal complaint investigation and resolution (see Section IX., B., 2. and 3.).
5. It is also the member's option, whether requesting an informal or formal investigation, to submit the complaint in one or more of the following ways:
 - a. Internal
 - i. Utilization of the chain of command
 - ii. Outside the chain of command to any supervisory officer
 - iii. Directly to the Department's Affirmative Action Officer
 - iv. To the Department's EEO Unit
 - b. External
 - i. The Equal Employment Opportunity Unit of the Civil Service Commission
 - ii. The California Department of Fair Employment and Housing
 - iii. The Federal Equal Employment Opportunity Commission
 - iv. The Auditor/Monitor's Office
 - v. Any other city, state, or federal agency which receive such types of complaints

B. THE COMPLAINT PROCESS

1. Receipt of Complaints

- a. Command and supervisory officers who receive a discrimination and/or harassment complaint from any source are responsible for reviewing this order with the complainant and informing and explaining to him or her all options as outlined in this General Order.
- b. Command and supervisory officers are responsible for maintaining the confidentiality of the complaint (and complainant) and shall take the complaint by way of a confidential memorandum. The supervisor taking the complaint shall also be responsible for preserving, photographing (if necessary), collecting and forwarding any and all physical evidence relating to the incident directly to the Affirmative Action Officer. However, due to the necessity for confidentiality, the supervisor taking the complaint shall not conduct interviews of witnesses at that time.
- c. Command and supervisory officers are also responsible for promptly transmitting the complaint (informal and formal) directly to the Affirmative Action Officer by confidential memorandum by the end of their tour of duty. This memo shall include:
 - i. Name of complainant (unless refused)
 - ii. The basis of the complaint, i.e., race, religion, sex, etc.
 - iii. Complete details of discriminatory and/or harassing action including all allegations, circumstances, and names of all persons involved
 - iv. Direction as to whether complainant requests an informal or formal resolution
- d. The confidential memorandum shall then be forwarded in a sealed envelope clearly marked CONFIDENTIAL to the Affirmative Action Officer.
- e. The Affirmative Action Officer is responsible for:

- i. Reviewing the confidential memorandum
 - ii. Directing the complaint to the EE Unit if the complaint is formal, or to the unit of origin if the complaint is to be handled informally
 - iii. Maintaining the confidentiality of the complaint
2. Informal Process
 - a. If the complainant chooses to resolve the matter informally, the Affirmative Action Officer shall notify the complainant's commanding officer of the nature of the complaint and a suggested remedy if any. The complainant's commanding officer shall then investigate the complaint and reach a resolution. If the complainant's commanding officer is the offending party, the Affirmative Action Officer shall notify the commanding officer's supervisor and that person shall investigate and resolve the complaint.
 - i. The Affirmative Action Officer shall direct the commanding officer or their supervisor to respond by confidential memorandum indicating what action was taken to resolve the complaint.
 - ii. Upon receipt of the confidential memorandum the Affirmative Action Officer shall inform the complainant of the action taken and determine if the resolution is satisfactory or if further action is necessary.
 - b. If the complainant approves of the informal resolution as presented by the Affirmative Action Officer, the complainant shall submit a brief memorandum to the Affirmative Action Officer acknowledging such approval. If the complainant does not approve of the informal resolution, he or she shall then have the option of requesting a formal investigation within or outside the department.

3. Formal Process

- a. If the complainant chooses to resolve the matter formally, the Affirmative Action Officer shall assign the complaint to the Department's Equal Employment Unit for investigation.
- b. Once the Equal Employment Unit has concluded the investigation, it shall make a recommendation to the Affirmative Action Officer.
 - i. This may include, but is not limited to, counseling, retraining, education, mediation or discipline.
- c. If discipline is recommended the Affirmative Action Officer shall assign the case to the Management Control Division for case preparation. The Management Control Division shall then prepare the case and report back to the Affirmative Action Officer.
- d. The Affirmative Action Officer shall then review the case and make a recommendation to the Chief of Police.
- e. The Chief of Police shall take action pursuant to Civil Service Rules and department disciplinary procedures.
- f. The Affirmative Action Officer shall notify the complainant in writing of the disposition of the case.

X. AFFIRMATIVE ACTION OFFICER RESPONSIBILITIES

- A. The Affirmative Action Officer, pursuant to San Francisco Administrative Code Section 16-9.25 (d), shall notify the Chief of Police within three (3) days of receiving a harassment or discrimination complaint.
- B. All complaints and investigatory materials are to remain confidential and shall be maintained at the direction of the Affirmative Action Officer.
- C. The Affirmative Action Officer shall maintain a chronological log of each discrimination and/or harassment complaint.

- D. The Affirmative Action Officer shall compile and maintain monthly statistics of all discrimination and/or harassment violations and complaints.
- E. The statistical data shall include, but is not limited to:
 - 1. Number of violations and complaints
 - 2. Origination of complaints by station or unit
 - 3. Number of formal complaints
 - 4. Number of informal complaints
 - 5. Number of complaints originated by using any department mechanism
 - 6. Number of complaints originated by an outside agency
 - 7. Status of all complaints
- F. The Affirmative Action Officer shall monitor the above information to determine patterns within the various department units and stations and recommend appropriate action to the Chief of Police.
- G. The Affirmative Action Officer shall report all statistics of discrimination and/or harassment complaints to the Chief of Police on a quarterly and cumulative basis.

XI. CHIEF OF POLICE RESPONSIBILITIES


- A. The Chief of Police shall report all statistics on discrimination and/or harassment complaints, as received from the Affirmative Action Officer, to the Police Commission on a quarterly and cumulative basis.
- B. The Chief of Police shall, within five (5) days of being notified of a complaint, notify the Equal Employment Unit of Civil Service by memorandum that a complaint has been made and that the matter has been resolved or is under investigation.

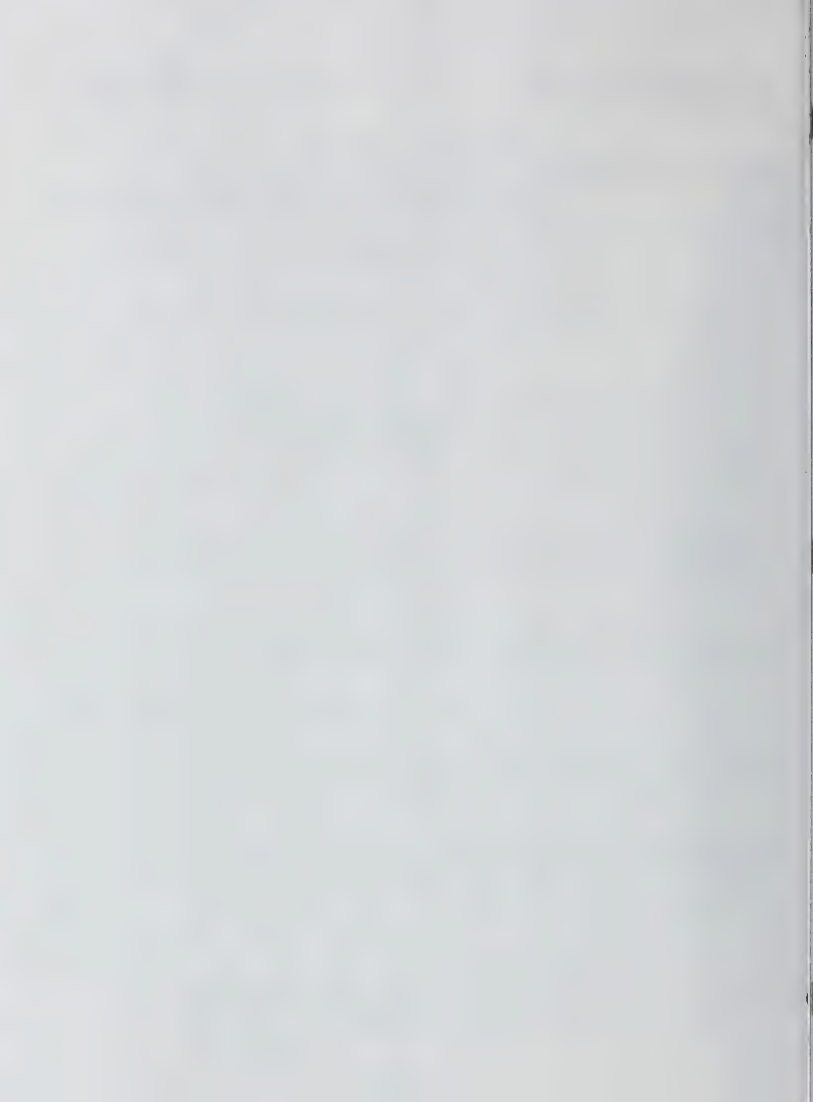
XII. COMPLAINT FILING DEADLINE

- A. A complaint shall be submitted as soon as possible after the alleged violation, or as soon as possible after the complainant becomes aware of the violation up to one year. The department shall then investigate all such complaints.

- B. Deadlines for complaints filed with outside agencies are as follows:
1. California Department of Fair Employment and Housing:
One year from date of last act of discrimination.
 2. Federal Equal Employment Opportunity Commission:
180 days from date of alleged act.
 3. EEO Unit of the San Francisco Civil Service
Commission: 30 days from date of alleged act.

By order of:


FRANK M. JORDAN
Chief of Police



DEPARTMENT GENERAL ORDER
CONTROL CODE (80- 4)

ORDER NO. P-3
08/22/80

Index as: Consent Decree

CONSENT DECREE

I. PURPOSE

In March, 1979, the Consent Decree was entered by the Federal District Court, resolving the litigation entitled Officers for Justice v. Civil Service Commission, et al. The San Francisco Police Department supports both the terms and the spirit of the Consent Decree which states in part "The City acknowledges it's duty under law to, and agrees that it shall, refrain from discriminating at any time on the basis of race, sex or national origin in hiring, promotion, upgrading, training, assignment or discharge or otherwise discriminating against an individual employee or applicant for employment with respect to compensation, terms and conditions or privileges of employment because of such individual's race, sex or national origin. The City shall take reasonable steps to assure that no member of the Police Department interferes with the enforcement of this Decree by any means, including the harassment or intimidation of minority or female officers protected by the terms of this decree."

II. POLICY

- A. It is the policy of the San Francisco Police Department that all persons shall be treated equally and employees are to be hired, evaluated, promoted and disciplined on the basis of competence and performance. Race, religion, nationality, or sex shall play no part in these determinations, except as governed by the Consent Decree.
- B. Full adherence to and complete implementation of the terms and spirit of the Consent Decree shall be a priority of the San Francisco Police Department. Any member who intentionally obstructs its implementation by acts of commission or omission shall be considered to have engaged in unofficerlike conduct and shall be subject to discipline.

- C. Pursuant to the Consent Decree, a position of Auditor/Monitor has been created. Professor Nathaniel Trives has been appointed to this position. His office is located at 30 Van Ness Avenue, Suite 2118, 864-1919. The Auditor/Monitor is available at any time to consult with any member of the department concerning any matter relating to the Consent Decree.
- D. These matters may include but are not limited to complaints or comments by members regarding implementation or alleged obstruction of the Consent Decree.

By order of:

Cornelius P. Murphy
Chief of Police



By: James A. Ryan
Acting Chief of Police

CHIEF OF POLICE

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